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June 1952

Management

m e t h o d s

PRACTICAL SOLUTIONS TO PROCEDURAL PROBLEMS

IN THIS ISSUE

METHODS ASKS THE EXPERTS:

Is the Office Equipment Salesman
a Qualified Consultant?

Insurance for the Company
Without a Pension Plan

There's nothing cheap about water

ROUTE

To

see pages

To

see pages

To

see pages

To

see pages

Good metal office furniture is a wise investment

GOOD metal office furniture will increase the amount of work turned out by office employees without any increase in human energy.

The average office employee costs you a minimum of \$3,000 per year in salary, floor space and general overhead. That amounts to \$30,000 in 10 years, the normal period for charging off the cost of office furniture.

If your office employs 10 people, you face a minimum fixed expense of \$300,000 for salaries, floor space and general overhead, during the next 10 years.

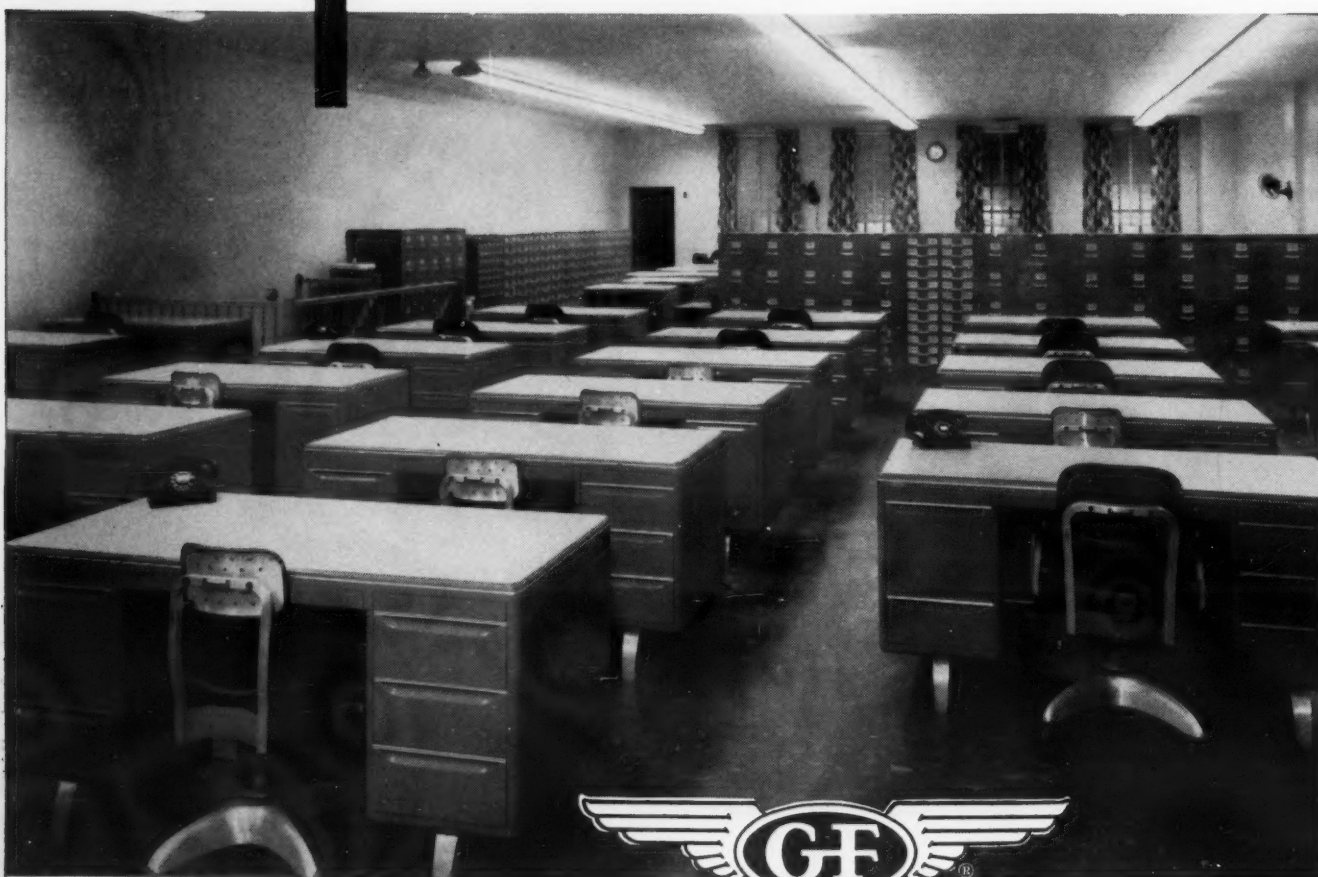
GOOD metal office furniture such as Super-File — the mechanized file, Goodform Aluminum Chairs, and Mode-Maker desks can greatly im-

prove your return on that \$300,000 fixed expense through increased productivity, improved employee health and morale and added customer and public prestige.

It would not cost more than 1% or 2% of that fixed expense to completely re-equip your office with GOOD metal office furniture. GOOD metal office furniture, through increased efficiency alone, can pay for itself in an amazingly short period of time and pay big dividends thereafter.

Why not find out whether GOOD metal office furniture would be a GOOD investment in your office? Call your local GF distributor or write The General Fireproofing Company, Dept. M-6, Youngstown 1, Ohio.

**GOOD metal office
furniture is a
GOOD investment**



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GENERAL FIREPROOFING

Foremost in Metal Business Furniture

MODE-MAKER DESKS • GOODFORM ALUMINUM CHAIRS • METAL FILING EQUIPMENT • GF STEEL SHELVING



THE \$84,000 QUESTION

There's no such thing as a perfectly run business. Your chances for economy are literally infinite.

But it's not easy to pin-point cost-heavy systems and procedures — simply because most of them have been around so long that everybody accepts them as necessary "evils." Worst of all, sometimes they aren't even recognized as an "evil" at all.

That's why we hope you'll read the article on page 14 of this issue. It tells you one way you can get free advice about *what* questions you should be asking yourself. It also demonstrates how you can best employ a free source of ideas that may save you \$84 or \$8400 or even \$84,000.

In these days of high costs, high taxes and clerical shortages—all adding to your heavy load of management problems—you need helpful information on:

- Ways to improve management efficiency
- Methods to increase clerical productivity
- Knowledge of time producing equipment

If you value your time and your company's money, if you want to increase your own and your employee productivity—here's help!

1. Use the handy Reader Reply Card, (postage paid) bound into every issue of **METHODS**, for more information.
2. Phone your local specialist in business equipment and ask him to show you the tools that can convert **METHODS'** ideas into money-saving systems.

Available now to advertisers . . . a 14 page analysis of the business equipment market and **METHODS'** place in it.
Copy on request.

methods

JUNE, 1952

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June 1952



"Time for everyone...how does he do it?"

HOW does he do it? How can he pack twelve hours work into an eight-hour day?

The answer is simply this. He has learned the secret of all successful executives. He has learned how to *organize time*—for in business today time is the critical factor.

Note how "time economy" enters into his choice of equipment. His desk, for example, has been specially "time-engineered" by Shaw-Walker to cut time-wasting details to a minimum, to leave his desk and his mind clear for *action*.

Only Shaw-Walker could design this "executive" desk. It was born of more than *fifty* years of serving the needs and saving the time of American business.

And there are other Shaw-Walker desks, chairs, Fire-Files, filing cabinets, loose-leaf and payroll equipment—everything for the office except machines—each "time-engineered" for the needs of every job and worker.

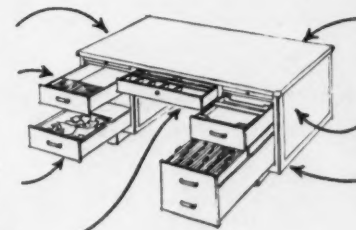
If you are setting up a new business or merely wish to modernize worn, out-dated offices, make sure you use Shaw-Walker equipment throughout. It will help you make the *most of every minute, every working day!*

New, low, comfortable height (29"). Puts you on top of every job.

Job-engineered drawer space—wired for telephone connection.

Concealed, removable wastebasket—saves time, floor space and litter.

Center drawer with extra compartments—space for everything you need at your finger tips.



Most comfortable working top ever invented.

"In," "Out," and "Hold" letter trays *inside*—confidential, quick, no desk-top clutter.

Scientific personal file with speed guide, dividers—saves "barrels" of time.

Write for FREE BOOKLET

The booklet, "Time and Office Work," is packed with ideas for stretching office time. Organize now for greater sales effort and lower operating cost! A wealth of information on "time-engineered" office systems and equipment. 36 pages! Many color illustrations! Just off the press! Write today, on business letterhead to Shaw-Walker, Muskegon 21, Michigan.



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(Circle 307 for more information)

Largest Exclusive Makers of Office Furniture and Filing Equipment in the World

Executive Offices at Muskegon, Michigan
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Rock-a-File STEEL modular furniture

Patents Pending

Choose the arrangement
Just right for you!

Rock-a-File MODULAR—the versatile office furniture. Precision-engineered for complete interchangeability to suit your individual taste and personal working habits.

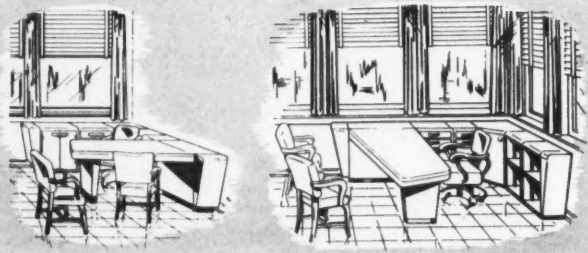
Rock-a-File MODULAR units—desk, file, bookcase, waste receptacle, typewriter cabinet, corner cabinet and shelf storage cabinet—connect to companion units to fit your office space.

Here is comfortable, working efficiency combined with smart, modern appearance that is economical, too. A complete Rock-a-File private-office interior actually costs less than a good steel desk, table and four-drawer file cabinet combination.

Steel construction throughout, available in gray or walnut finish—also available in wood with natural walnut finish.

Arrange it
Yourself

- to fit your office
- to fit your needs



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for catalog and name
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"I think..."

PROS AND CONS TO THE EDITOR

Classification of source material

Dear Mr. Editor:

We have been studying the desirability of setting up an index of articles published in *METHODS*, which would be helpful in our methods analysis work.

Perhaps you may be contemplating releasing an index of your monthly issues in the near future. If so, please keep our name on file and advise us when and how such an index will be made available.

L. R. HARRIS

Office Manager U.S. Rubber Co.
Los Angeles Plant

Dear Mr. Editor:

I thought that you might be interested in a suggestion. For some time I have felt that a need exists for the proper classification of source material to be found in many methods and systems publications. There is a considerable amount of good material to be found in articles, advertisements, suggested short cuts, etc., which many publications contain. However, I have yet to see any method established whereby this material can be classified for future use. Problems arise from time to time which can often be solved by referring to an article or an ad on the subject if an analyst knows where to locate it. Generally, it is not too practical to cut out articles and ads—this practice is time consuming and spoils the reverse side. But you can do this: Provide an extra couple of pages pre-printed like the enclosed example (See cut) which the subscriber can split into reference slips suitable for filing by application so that they will always be available when needed. The slips can be torn off with a straight-

edge and filed. Do not print anything on the reverse side. I am sure that this feature would greatly enhance the value of your publication and be of immeasurable help to methods analysts.

DAVID H. SMITH

Office Methods & Planning Dept.
Sylvania Electric Products Inc.

*Editor's Note: The specimen card shown was provided by Mr. Smith. We believe some readers may find it immediately useful for building a data file on information gleaned from *METHODS* and other publications they read. *METHODS* is planning an index which will be announced some time later in the year.*

Coding records for transfer

Dear Mr. Editor:

You mention a correspondence code in your article *How To Handle Inactive Records* (*METHODS*, April, 1952) but fail to show it.

JOHN DEVINE

Methods Analyst
Brooklyn, N. Y.

Editor's Note: The code works like this—Routine papers which should be retained in a department for 3 months are coded "A." Regular correspondence or papers that have greater value and should be retained for three years by the company are coded "B." Important papers to be held 6 to 7 years are marked "C." Vital records with permanent value are coded "D." Pending papers, or those not immediately determinable, are marked "E" and are reviewed once a year for recoding.

Back issues of *METHODS*

Dear Mr. Editor:

Are back issues of *METHODS* available? I am interested in obtaining extra copies for cutting out articles of particular interest to be "bucked" around the office—thus saving my own copy for personal reference.

HAROLD J. RODDIN
Mount Vernon, N. Y.

Editor's Note: Limited numbers of some back issues (none of March, 1952) are on hand. Single copy price is 50c.

SUBJECT: Sound Conditioning
PUBLICATION: *METHODS*
MONTH: February
YEAR: 1952
PAGE: 24
CROSS REFERENCE: OFFICE LAYOUT
NAME OF ARTICLE: "Quiet Please"

methods

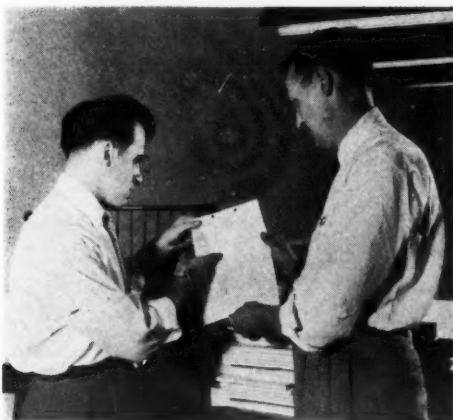


Carl L. Horner, Director—Systems & Procedures,
Jones & Laughlin Steel Corporation

Decentralized form duplicating saves \$250,000

FIRST DETAILED REPORT ON JONES & LAUGHLIN WORK SIMPLIFICATION PLAN

The following report was prepared for METHODS by Mr. Horner in the belief that it can be of immediate help to other American businessmen. It will be of significance not only to large firms but to any company with a forms duplication operation.



1. Required form serves as requisition.

This is the story of but one section of Jones & Laughlin's work simplification program. We are confident that our initial estimate of an annual savings amounting to \$250,000 will be exceeded. Because my company believes that a free exchange of technical information in private industry is essential to strengthen the American economy, we are happy to cooperate by publishing our findings.

As is true of almost every business today, the control of the vast operations of Jones & Laughlin Steel Corporation requires thousands of different forms. Heretofore, approximately 50% of our forms were reproduced in the General Office Duplicating Department at Pittsburgh for distribution to all operating and sales units. The balance of the forms were secured from outside suppliers.

As our post-war production capacity increased, however, the need for an expansion of our centralized duplicating operations became more urgent. Accordingly, my department was assigned the responsibility of reviewing the corporation's requirements for the duplicating of forms. A major objective of this assignment was the development of an internal forms duplicating procedure that would achieve economies and efficiencies while rendering maximum service to all plants, warehouses, and other activities.

Decentralization the Answer

It was recognized early in the study that the volume of duplicating at 26 field locations would justify the installation of offset duplicating equipment to meet approximately 90% of their requirements. While decentralized forms

duplicating offered many attractive possibilities, three major problems were recognized:

- 1) An efficient method of preparing duplicating plates or masters for use at field locations was essential.
- 2) Centralized control of all corporation forms had to be maintained.
- 3) Maintenance of quality on a decentralized basis had to be assured.

We knew that the solution of these three problems would produce enormous economies. For one thing, we could reduce our inventory investment in forms. We would eliminate costly obsolescence and deterioration that was inevitable when large inventories had to be carried. Equally important, we could eliminate expensive shipping and handling charges from a central location to the field organization. Last, but not least, forms storage space could



2. Prime copy removed from file.



3. Dry copier produces master.



4. Master is placed on duplicator.



5. Forms duplicated rapidly "While you wait."

be reduced. The importance of this last factor can best be appreciated by realizing that we are currently saving approximately \$50,000 per year in the cost of rented space and administrative expenses in addition to the quarter of a million dollar saving mentioned above.

Selection of a System

Investigation established that our requirements could best be fulfilled through the application of the XeroX-Multigraph method of reproduction. The source copy for all forms is prepared in the Pittsburgh General Office. The actual duplication of forms is performed on a decentralized basis in various field locations.

On all forms that were previously duplicated in our centralized duplicating department, photographic negatives are available. Mr. D. L. Whitehurst, Supervisor of Duplicating, conceived a unique plan for converting them to the new system. We make contact positive prints which are then used as prime copy for XeroX transfers to multilith masters. Prints are made at the rate of 100 per hour by a single operator. One copy of each form is made for each field location where the particular form will be used.

When a new form is to be made, or a change effected on a present form, we do our ruling and layout on special "guide" sheets previously duplicated in light blue ink. These light blue grids are not picked up when the final, pasted-up form is transferred. Columnar headings are typed on the newly ruled forms using a Varsityper. Headlines and other composition larger than 12 point type are produced by a photo composing machine known as the Headliner. The prime copy is then ready for distribution to duplicating departments in various J & L plants, warehouses, and branches. When sufficient volume exists, similar procedures are followed by field points for the preparation of internal forms for local use.

Forms Control

Since prime copy for corporation forms is issued only from the General Office, strict control is provided at management level as to the forms used

in field operations.

When the field points receive prime copy from the General Office, the copy is placed in the file for future use. When a department in a field operation requires a new supply of forms, a copy of the required form serves as a requisition. The desired quantity is written across the face of the form in pencil. Prime copy, matching the form desired, is removed from the file. Using the prime copy, it is possible to produce a Master in approximately two minutes. The Master is ready for immediate use. The duplicating machine will turn out copies from this Master at the rate of 100 per minute. Each one of the duplicated copies is a high quality original.

Using this method, copies can be duplicated one or more up. In a matter of minutes the required number of forms are delivered in expanding clear plastic envelopes to save padding and wrapping and to keep the forms clean. These transparent envelopes afford an easy means of identification at point of use. Since forms are duplicated only for current requirements, storage space is saved and waste due to obsolescence is reduced.

Comparison of Operational Steps

A glance at our new flow chart indicates most of the advantages provided by our new system. Where 17 steps were formerly required to requisition and obtain a new supply of forms, it is now done with four.

In addition, we have accomplished major savings from the reduction or elimination of:

- 1) Outside purchase costs
- 2) Inventory investment
- 3) Form design and composition costs
- 4) Delays in form procurement
- 5) Time lag in installation of new procedures
- 6) Shipping and handling charges
- 7) Forms storage space
- 8) Deterioration of forms in storage
- 9) Obsolescence

The above case-history is a good example of how American businessmen can assist one another by the free interchange of information. METHODS invites its readers to submit similar material for editorial consideration.



Microfilmed copies of the records in this room occupy only 9 square feet.

When inactive records must be retained

MICROFILMING SAVES 9000 SQUARE FEET OF STORAGE SPACE

████████████████████ A comprehensive program of microfilming records has enabled the Pacific Intermountain Express Company to save almost 9,000 square feet of record storage space and provide protection for, and easy access to, the enormous accumulation of records which must be retained to comply with government regulations, and for the efficient conduct of its business.

Pacific Intermountain Express, a large West Coast motor carrier, was plagued with the problem of handling and storing an ever increasing volume of records, a problem common to growing companies in the trucking business as well as in many other lines. P.I.E. issued 588,499 bills of lading in 1947; in 1948 the number

increased to 681,007, and in 1949 it was 758,856. Every year the amount increases over the previous year, adding to the volume of records which must be retained for specified periods, under the regulations of the Interstate Commerce Commission.

Freight bills issued by P.I.E., which must be kept for six years, amounted to 819,941 in 1950. And cancelled payroll checks, which must be retained for five years, amount to about 50,000 a year. P.I.E. sends out some 100,000 Line Drivers Logs each year too, which must be recorded.

P.I.E.'s records for one year are enormous. Faced with the problem of keeping them for periods of years, and some permanently, it is easy to understand why the company was in-

methods

terested in reducing the 9,000 square feet of space it was using for record storage to 9 square feet through the medium of microfilming.

How Microfilming is Handled

The company purchased micro-filming equipment and set its micro-filming program in motion early last year. Two employees handle the actual mechanics of the job, preparing material for filming, running the records through the recorder, scanning on the reader and filing.

Using the automatic feeder, the operator can run about four 100 foot rolls of film daily, unless it becomes necessary to hand feed certain items. One roll of film will record both sides of more than 9,000 checks, which means about three file boxes of checks reduced to a single roll of film boxed for filing, occupying a space only four inches square and one inch high.

On documents where it is necessary to film only one side, P.I.E. can photograph on one-half of the 16 mm film, then run back over it and use the remaining 8 mm strip, saving half the cost of film and reducing the storage volume by one-half. On checks where both the face and endorsement side must be recorded, the equipment handles both sides of the document in one filming, through a unique V-mirror arrangement. This eliminates the necessity for running the checks through the recorder a second time to show endorsements, and also insures that the endorsement will appear directly opposite the check on the film.

P.I.E.'s immediate project is to complete the microfilming of all its old records. The company filmed, checked and catalogued 1,241,578 of these records in the first few months of the installation, but it is estimated that the files in storage when micro-filming began would require some 570 rolls of microfilm, or some six million film images, to complete. However, filming, checking and cataloguing has been done so efficiently that P.I.E.'s microfilm staffers can locate any microfilmed document in about one minute.

For more information, Circle number 327 on the Reader Reply Card.

june 1952

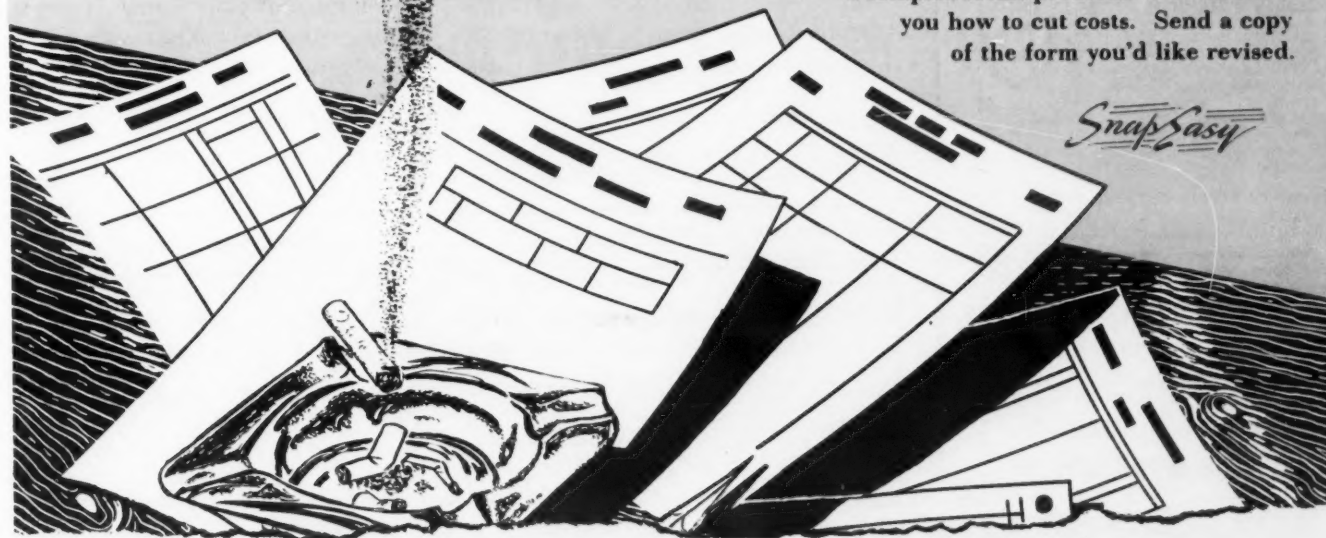
WHY six forms WHEN ONE will do the job?

You, too, can save thousands of dollars a year, as others have done, through simplifying their order-billing systems, by combining several related records into one...for one writing. Snap-Easy sets eliminate assembling sheets, inserting carbons and provide much cleaner copies in half the time.

So, why six different writings and higher preparation costs, when one combined Snap-Easy form eliminates extra work and headaches?

FREE: Address Dept. 6A if you have a complex forms problem. We will show you how to cut costs. Send a copy of the form you'd like revised.

Snap-Easy



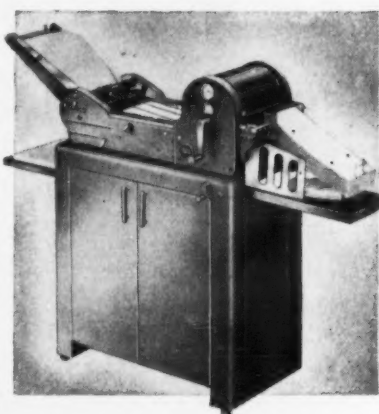
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and ELIMINATION
of "NORMAL WASTE"
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WILL PAY FOR THE
"20th CENTURY"**



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... because a MARR is better by far!

As done profitably by thousands of MARR owners, beautiful printing right in your own office... forms, bulletins, announcements, etc., on all types and sizes of paper... is produced easily, fast and at lowest cost.

The New MARR "20th Century", illustrated, embodies versatility, speed, accuracy, cleanliness and economy.

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- Keeps work and operator spic and span with its exclusive inking system and patented rotating button bar for changing stencils.
- Has many other superior features.

There's a fine NEW MARR Duplicator to fit every budget, every office, every job! Let us show you by demonstration how the New MARR pays for itself through savings in time and supplies.

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MARR DUPLICATOR CO., Inc.
53 PARK PLACE, NEW YORK 7

- ☐ Please send me more information about MARR Mimeo-Duplicators.
☐ I would like a demonstration in our office.

Name.....
Company.....
Street.....
City.....Zone.....State.....

(Circle 316 for more information)

Is the price right?

HOW MAGNETIC PRICING CARDS SIMPLIFY ORDER-INVOICE WRITING

The price book is the most used, and usually the worst designed, business reference record.

Many problems contribute to this condition: Need for many copies—secrecy of prices and discounts—constant changes in prices—additions and drops from the line. Generally the pricing records used by order and invoice clerks are copies of price sheets issued to salesmen, plus a myriad of interlineations and notes. Seldom are these internal pricing books alike, due to inadequate systems for publicizing changes among all personnel concerned. The bugaboo of billing—pricing errors—are often directly traceable to poor design and too great an eye-distance from the reference figures to the order-form being priced.

The price card system at Magnus Chemical Company, of Garwood, N. J., manufacturers of industrial clean-

ers, holds the answer to these problems.

The Problem

Before the new system went into effect, the order-editing clerks had to look up from three to eight different reference records to price and code an order. In the industrial chemicals industry, besides having to know the size, gross-tare-net weight, unit selling price, unit amount commission is paid on, transportation charge and taxes, it was necessary to code each order for freight classification, product code, commission rate, and whether the product was discountable or not. On orders shipped from warehouses, differentials had to be added and freight costs figured. Furthermore, the unit selling price and unit commission price had to be extended by pounds or gallons on a calculator. Of course, all this data had to be re-

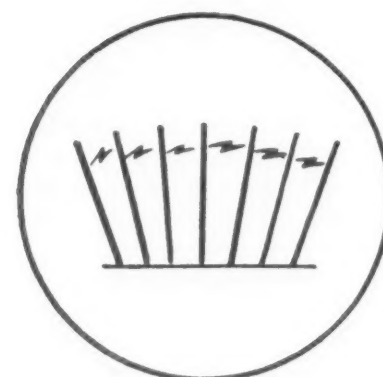
checked before order-invoice masters were run.

In searching for a better way, four method-facts stood out—

- 1) Order-invoice clerks would need an entirely different price reference set-up than the salesman.
- 2) All data for a product sold from one F.O.B. point should be on one record—with unit prices extended for each size container.
- 3) Since many clerks used identical pricing records, the original should be made on a duplicator master where changes could be made easily and new copies run.
- 4) Durability and easy finding called for a small visible file card, quickly removable for point-of-reference copying.

Magnetic Filing Method

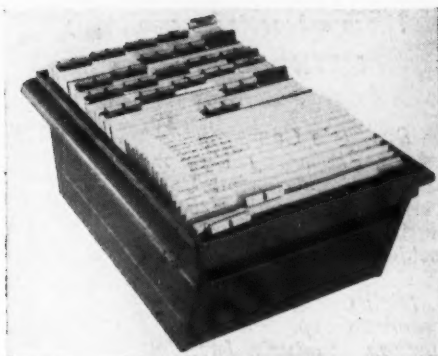
A new type of magnetic card file, an innovation in filing methods, proved outstanding. By magnetizing the cards, it enables them to automatically fan-out—thus providing visibility in a conventional tub-file.



Magnetized cards repel one another hence cards do not stick together and are easy to pull from the file.

Extended price cards, with complete coding and pricing information for all sizes of the product, are filed vertically and can be machine or hand-posted.

E		MAGNUS NO. 325-SS		712		A		D		FEDERAL WHSE.		DELIV.	
FORM CLASS		PRODUCT		PROD. CODE		COMM. RATE		DISCOUNTABLE		F.O.B. POINT			
DESC.	SIZE	CON-TAINER	PRICE		COMMISSION AMOUNT		TRANS-PORTATION		TAXES		CITY		EFFECTIVE DATE
GROSS-TARE-NET			UNIT	EXTENSION	UNIT	EXTENSION			FEDERAL	STATE			DELIV. OR EX-WHSE.
L	54G	TBS	1.66	89.64	1.47	79.38	10.26			1.79			1-14-52
477-50-427			DELIV.										
M	30G	TBS	1.73	51.90	1.52	45.60	6.30			1.04			1-14-52
267-30-237			DELIV.										
S	15G	TBS	1.87	28.05	1.62	24.30	3.75			.56			3-3-52
137-18-119			DELIV.										
C	5G	TBS	2.13	10.65	1.72	8.60	2.05			.21			1-14-52
46-8-38			DELIV.										
REMARKS													
FORM NO. 52 (1-52) MERCURY P10782													
PRICE CARD													
MAGNUS CHEMICAL CO., INC.													



Visible price cards in magnetic file trays are easily removable to the point of copying.

Each card has an extremely thin sheet of magnetized foil laminated in the stock. Since like magnetic poles repel one another, the cards just can't stick together. A specially designed refiler is used to indicate the "OUT" location and speed refiling.

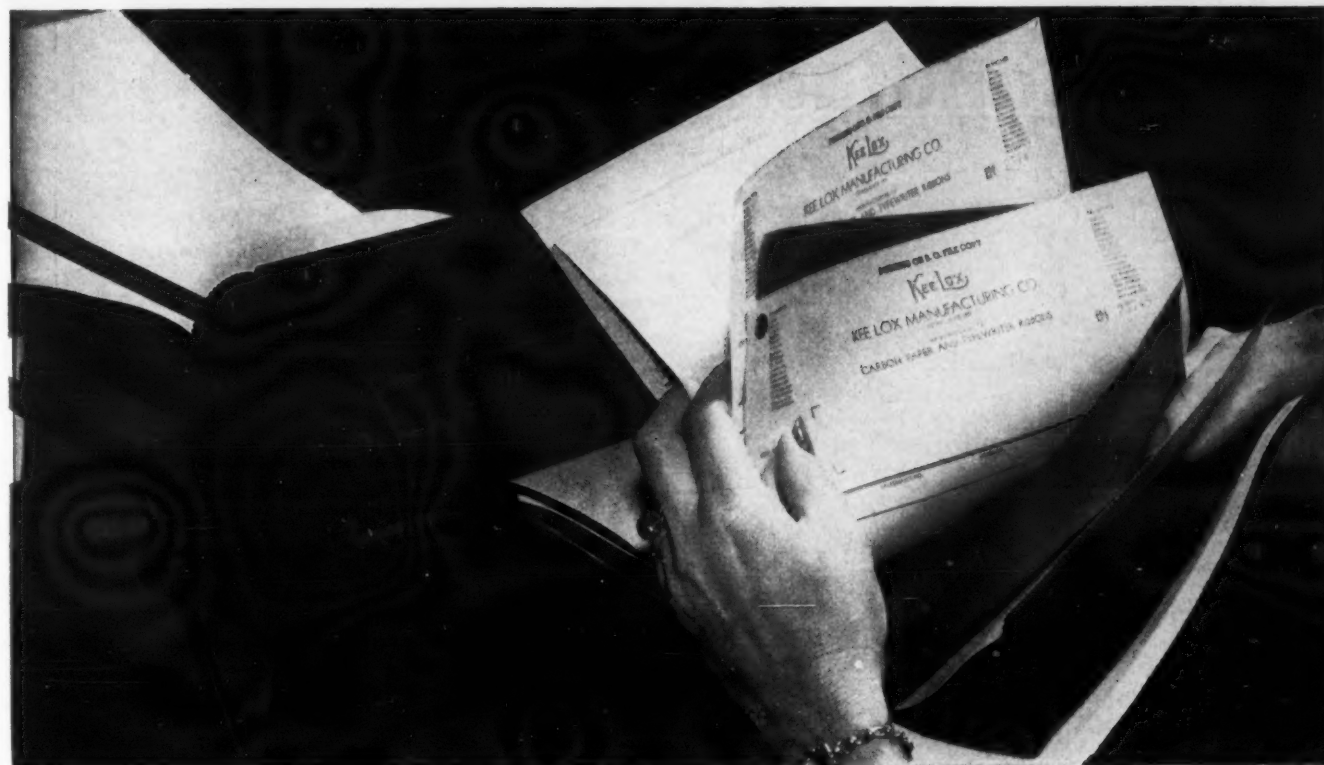
Today, pricing is done in half the time previously needed. To price a product, the order clerk merely pulls the 8 x 5 magnetic card, finds the size line with a straight-edge, copies the complete data, including extension on unit price, freight, and tax. Only on about 10% of the orders—where two or more units of a product are sold — is additional computation needed, since pre-extending eliminates calculating. As the card is being removed, the slotted refiler is set in the "OUT" location. In refiling, the returning card slides through the slot.

Price cards are made for all recurring conditions of sales, such as sales F.O.B. factory, delivered from warehouses, F.O.B. warehouses, and sales delivery zones. To assist in rapid identification of these groups, various light colors of cards are printed in brown ink and the data reproduced in purple, red, green, and blue.

Because keeping these files up-to-the-minute is a vitally important feature of the system, the masters and a set of control cards are maintained by the sales department which issues pricing data. When a change of any type affecting the price, codes, container weights, or taxes is made, new dated cards are run which replace the obsolete cards in each file.

For more information on magnetic cards and equipment please circle 326 on reader reply card.

KEE LOX Dupli Packet



For Continuous Form Billing

Dupli Packet

**Saves Time and Money
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MET-3

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analysis of the business equipment market and
METHODS' place in it.

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methods

design

"What this company needs is a new invoice!" said J.G.

"What this company needs is a new invoice!" said J.G.

"Sure, J. G., I'll send you a rough."

So he called in Dave from Drafting.

Form #2 is what came from Dave's

So he called on Bert, Business

Form salesman.

And Bert did know how, as you

can plainly see in Form #3.

How not to design an invoice

Original Invoice



2 PARK AVENUE • BOSTON, MASSACHUSETTS

INVOICE NO.

INVOICE DATE

BILL TO

SHIP TO

ROUTE

CUSTOMER'S ORDER NO.

SALESMAN

TERMS

QUANTITY	PART NO.	DESCRIPTION	UNIT PRICE	AMOUNT

INDUS

STATI

COUNTY




TAK

CONTRACT

INCL. PRO. EXT. BILL

2

DATE SHIPPED _____		INVOICE		INVOICE NO. _____	
<div style="text-align: center;">  DIAMETRIC PRODUCTS CORPORATION 2 PARK AVENUE • BOSTON, MASSACHUSETTS </div>					
SOLD TO		SHIP TO		TERMS	
				CUSTOMER'S ORDER NO.	
				SALESMAN	
				CONTRACT	
STATE	COUNTY	INDUSTRY	TAX	INCL. PPD. FRT. BILL	
QUAN.	PART NO.	DESCRIPTION		UNIT PRICE	AMOUNT
				TOTAL	

FORM NO. 24 (REVISED)

3

FORM NO. 24 (9-51)		INVOICE		ORDER NO.					
VIA		<div style="text-align: center;">  DIAMETRIC PRODUCTS CORPORATION 2 PARK AVENUE • BOSTON, MASSACHUSETTS </div>							
SHIP TO	ORDER NO.		CUSTOMER'S ORDER NO.	COUNTY	SALESMAN	DATE SHIPPED	TERMS 15 TO 30 Days - Net 30 Days		
					BILL TO				
	ROUTE				CONTRACT	NO. INV.	INDUS.	STATE	TAX
ITEM	QUAN.	PART NO.	DESCRIPTION				UNIT PRICE	AMOUNT	
1									
2									
3									
4									
SELLER REPRESENTS THAT WITH RESPECT TO THE PRODUCTION OF THE ARTICLES AND/OR THE PERFORMANCE OF THE SERVICES COVERED BY THIS INVOICE, IT HAS FULLY COMPLIED WITH THE FAIR LABOR STANDARDS ACT OF 1938, AS AMENDED.									

There's an Art to desk efficiency



"Pull up a chair . . .
this is my new Art Metal Conference
Desk . . . I'm ready any minute
for a five-man meeting."

Yes sir! Our new Conference Desk has many fine points that aid ease, order and efficiency: a BIG pedestal (right or left side, as ordered) with drawer space virtually the same as a two-pedestal desk, three convenience drawers in desk top, two work-organizer desk-tray drawers, and large side-to-side vertical file drawer, plus private locker for storage. Pedestal drawers have Art Metal fingertip ball-bearing roller suspension. The Art Metal Conference Desk has baked enamel finish in gray, and warm gray linoleum top with aluminum trim—a desk built for action and styled for leadership.

EXECUTIVES: If you, like many others, are planning ahead for office improvements or expansion, write us for the booklet on Art Metal office equipment, including complete details on the Art Metal origination—the Conference Desk . . . Art Metal Construction Co., Jamestown, N. Y.

For over 60 years the hall-mark of the finest in business equipment . . . desks • files • office chairs • visible record equipment.



(Circle 312 for more information)

How to save the boss

WHEN A FORM LETTER WON'T DO—OR WON'T DO AS WELL—

TRY PUSH-BUTTON TYPING

The sales manager read through his morning mail. Six letters from prospects required specific information about deliveries . . . two letters from customers about extending their use of his products . . . a handful of answers to the company's latest advertisement.

Conservatively, the sales manager could count on a solid hour or two of dictation. His secretary could figure an additional two hours of typing. Total cost: \$15.00 for the sales manager's time to dictate, and \$4.00 for the girl's time to take dictation and transcribe.

A New Way to Dictate

You'll probably agree that most of the above letters warrant individual answers. When a management man takes time to personally write a letter of inquiry, he can expect—and *does* expect—a management man to answer him.

Now let's see how that same sales manager might handle his morning mail if his office was equipped with automatic typewriting equipment. At the bottom of each letter, as soon as he had finished reading it, he would jot down the *numbers* of any of 100 previously prepared paragraphs designed to cover almost any contingency that could arise. If specific price quotations or dates were required these would be noted next to the numbers. Morning "dictation," this new way, would take about twenty minutes.

His secretary would pick up the letters, sit down in front of her automatic typing equipment, and manually type in the addresses and opening salutation. Then she would press a series of buttons corresponding to the paragraph numberings indicated by the sales manager. The automatic

equipment would do the rest. If a price or date fill-in was required, the machine would stop at the pertinent place and she would type it in manually. With three machines running at once, each typing at the rate of 135 words per minute, the whole operation might take a half hour.

Thus, on a weekly basis, instead of spending almost one hundred dollars to handle the morning mail, dictation and typing costs would be about twenty dollars.

Other Applications

While the type of dictation described above is certainly the most dramatic use of automatic typing equipment, other applications are more typical of the everyday use of these machines. Take the case of a publishing house in the Midwest. This company was using direct mail solicitation for new subscribers to their magazine. One particular list they had mailed to was heavily covered through a series of ordinary *form* letters that were not individually typed. Before abandoning the list so far as further solicitations were concerned, the circulation manager decided to try once more with a *personally addressed and typed* letter to each man who had not subscribed. An operator typed in the name and address of each prospective subscriber and the salutation, then pushed a button and the automatic machines typed the letters at high speed. Result: these typed, personal letters to a theoretically "exhausted" list, pulled better than 50%. More amazing, 46% of the new subscriptions were for two years instead of the usual one!

This experience is not untypical in the direct mail field. Of course, for volume alone, or for cost, automatically typed letters cannot compete

an hour a day



with such "high frequency" reproduction methods as mimeograph, multigraph, multilith, photo-offset and other duplicating systems that deal in thousands per hour. But for personalized perfection at bargain prices, automatic typing is tops and its amazing versatility all but offsets its limitations. These various types of equipment do not overlap. Each has its place. There are numerous instances when quality and not quantity is paramount—and vice versa.

How It Works

The key to automatic typing is a perforated record roll similar to that used on the once-popular player piano. This roll will produce complete, individually typed letters continuously, including the date, address, salutation and the body of the letter, merely by pressing a single button. There is nothing "faked" about the process since the letters are actually typed. If the letter is completely repetitive, a single roll can be used with the typist merely doing the addressing at the top. If the list of names to whom the letter goes is repetitive from period to period, another roll may be introduced to automatically handle the addressing.

Properly utilized, automatic typing equipment will turn out from 150 to 200 average length letters per day. Assuming a production daily of only 130 average letters, and counting depreciation, electricity, labor and supplies, individually typed letters can be turned out for about three cents apiece. One large manufacturer in

the office equipment industry reports even a lower unit cost. "During the first six periods of this year, we produced 18,760 letters on our equipment at an average cost of \$.0204 per letter. We've included in this figure the cost of typing envelopes and follow-up ticklers, which, if eliminated, would reduce the per letter cost. We are extremely satisfied with the results."

The most spectacular savings can be made in the typing of detailed specifications which normally require executive checking before they can be released. It's impossible for the machinery to make an error. Proofing is completely eliminated. For example, last year the Connecticut Mutual Life Insurance Company, in its annual report to policy holders, noted an application in which the savings were so outstanding as to warrant inclusion in this report. Illustrating their automatic typewriting equipment, they stated; "Many policy owners take advantage of the Company's service of paying benefits on an income basis rather than in lump sum. Over 15,000 special income agreements are prepared for policy owners each year, and the provisions of many of these agreements are typed on this machine which automatically writes 120 to 140 words per minute. It automatically stops so that the operator can add by hand any necessary insertions in the agreement."

For more information about automatic typing equipment, including price, please Circle number 325 on the Reader Reply Card.

DOES THIS "THING" LIVE IN YOUR OFFICE?



ANTIQUED PAPER-WORK METHODS

The admission you'd pay to see this in an aquarium is lost to sight when compared to the millions that are wasted to keep it in an office. Old-fashioned write and re-write, do-it-over-and-over-again paper work methods are burdens that give P&L statements saddle sores.

But no more of that for the hundreds of companies all through industry who have streamlined their paper work with Colitho "One Write" Systems. Work-hours and cost-dollars are saved in huge quantities when you use Colitho Offset Master Plates to convert estimating, purchasing, production and billing forms into "one write" systems. The first typing gives you the copies you need immediately, plus a long life master plate ready to print on any offset duplicator.

Colitho Plates are printed to your requirements and supplied in "snap-out" manifold sets or continuous for tabulator, teletype, formswriter, or addressograph. Some businesses use them as single plates, either pre-printed or blank.

Don't let this opportunity go by without finding out whether we do know what we are talking about. Mail the coupon now. You'll save money if we're right.

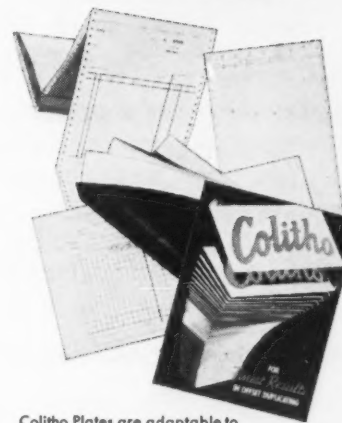


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Colitho Plates are adaptable to purchasing, manufacturing, distribution, selling, billing and accounting forms.

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Please send me a copy of the Colitho Manual and samples of Colitho Masters.

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Company _____
Address _____
City _____ Zone _____ State _____
Make of Duplicator _____ Model _____
Plate Size _____ Clamp Style _____

(Circle 311 for more information)

THIS MONTH'S EXPERTS

This month, METHODS invited a group of representative office equipment manufacturers to contribute their side of the story on the above question. While no company is identified by name, the article covers the remarks of a large business machine manufacturer, a large business forms organization, a major business equipment and supply company, and one of the biggest of the business reproduction systems manufacturers.

The four firms have one thing in common: all sell their products on a systems basis. In other words, their salesmen offer a *method*, rather than a product, in their basic sales approach.

The facts presented here, together with last month's "METHODS Asks the Experts" article, *The Facts About Management Consultants*, will provide the businessman, in need of outside help, with basic information upon which to take action.

Is the office equipment salesman

"I'd like to re-phrase your question," the sales promotion manager of one of the biggest office equipment manufacturers wrote. "The office equipment salesman IS a qualified business consultant. What the average American businessman wants to know is how far he can go in trusting the recommendations of a sales representative. In other words, is the man biased—is he experienced—does he have the broad overall perspective needed by a consultant?"

The Facts of the Matter

The average business equipment salesman is a commission man. As one of the large business equipment manufacturers says, "It is obvious, of course, that no sales representative can afford the time required to make a detailed survey of a prospect's requirements. That is, one that takes several weeks to survey and analyze. When this is required, there is usually more involved than simply the installation of a piece of office machinery or equipment. Therefore, the prospect should very carefully analyze his requirements before deciding on whether to rely on the recommendations of an office equipment sales representative or to call in a professional consultant. In most cases, however, he should find it effective to consult with the sales representative, get his recommendations for a specific proposition, and then consider whether further results are required that would necessitate the professional approach."

"It costs the prospect nothing to consult first with the office equipment representative to ascertain if the results desired can be met through his recommendations."

professional approach."

Almost all of the manufacturers surveyed confirm this approach. For ex-

ample, another company states it this way, "Management Consultants are not employed except when problems become manifest and need for remedial measures is evident. When retained, they analyze problems from their overall effect on business, and ultimately work down to detailed recommendations. For the solution of *detailed* systems, they are logically dependent upon the salesman specialist to secure specific application of equipment and supplies to basic problems." In other words, the management consultant works from the overall problem to the specific. The office equipment salesman starts with the specific.

Yet another manufacturer candidly states his company's problem this way, "Our salesmen are generally limited to working upon systems problems which offer ultimate potential for the sale of our products. As a result, we see no opportunity for their services to be confused, or conflicting, with the activities of management consultants. We are concerned primarily with only the very narrow wedge of business operations involving high volume."

Using Free Advice

There's nothing "cheap" about free advice. While American businessmen do receive the benefits of a free professional service rendered by office equipment manufacturers — advice that would cost them hundreds of thousands of dollars if performed on a professional fee basis—the practice takes plenty of executive time.

But this does not mean that the time spent with the office equipment salesman is wasted. On the contrary, cost-conscious businessmen can find it extremely productive. Unfortunately, though, in the average firm the office equipment salesman is seen by the wrong level of management. "One of the chief problems," one manufacturer states, "that faces most office equipment representatives is the prospect's reluctance to permit the representative

to examine the problem—*particularly if the method is not visibly ailing*. As is usually the case, most procedures become routine and continue so without examination."

This is a very important point. If the salesman sees a low echelon employee he's in the situation of potentially embarrassing that man by exposing a weakness in his operations. The top level man is more open-minded.

Moreover, there are more wasteful procedures and practices *beneath the*

"In most cases, management consultants are not employed except when problems become manifest and need for remedial measures is evident."

surface of the average business than there are readily apparent ones. These are the sore-spots the salesmen searches for since they offer the greatest chance for a sale.

Since his advice is free, the prospect literally has nothing to lose but time by permitting him to examine internal operations.

Fear of Being "Sold"

The company mentioned above carries its point farther. "In interviewing manufacturer's representatives, most people are afraid of being 'sold' and are consequently afraid of entertaining a proposal or of asking for a proposal. This is bad reasoning. The prospect or customer may be assured that the manufacturer's representative cannot expect to get away with claims which he cannot prove. If the prospect accepts a proposal, responsibility for making the proposed solution work is logically assumed with the order. Hence, a prospect, now the customer, may exercise his option of non-acceptance of the equipment and supplies entailed."

a qualified consultant?

In the case of the professional consultant, of course, recommendations are paid for on a contract basis. There is no option.

How Competent is the Salesman?

Naturally, the experience of salesmen can vary enormously. A man who has been designing and selling business forms for twenty years is bound to be more competent than a neophyte.

This fact is mitigated, however, by the fact that the new man can supplement his own knowledge and experience with that of the other, more experienced men in his firm. "Our company is so organized," reports one manufacturer, "that a salesman with a few months' experience can often bring just as much knowledge in results to the prospective user as can an old-timer. We have organized in each of our field offices a comprehensive reference library containing data on the application of our equipment to all types of business organizations. Our field organization reports details of interesting and effective applications to headquarters. These case history reports are analyzed, reproduced, and distributed throughout the country. Thanks to good filing and classification, it is available to all salesmen for reference. *Incidentally, the great value of this material is that the results shown are based on fact, not theory.*"

"It isn't at all unusual for us to lose money on the first order we sell to a customer, because of the terrific amount of detail work required."

The Case for the Salesman

In one particular area, the business equipment salesman operates with a distinct advantage over the professional. He sees, in a single week, more

different businesses than a management consultant will see in many months. In this respect, his experience is both broader and more current. Controlled Materials Plan record keeping is a good case in point. When CMP

"One of the chief problems that faces most office equipment representatives is the prospect's reluctance to permit the representative to examine a problem — particularly if the method is not visibly ailing."

went into effect, most manufacturers without experience in the last war were in a mess. Other firms, in spite of their experience with CMP were without the services of the particular individuals who handled that complex problem last time. While management consultants were able to handle the problem, few of them could spread themselves thin enough to answer all the calls and the need for speed. Manufacturers of record keeping equipment, on the other hand, quickly released to their field men detailed instructions. In many cases, their own experts drew up standard forms which were applicable to the vast majority of companies affected by the law. A salesman, whatever his experience, knew vastly more than they, in most cases, within a few weeks after CMP was introduced.

Do Salesmen Over-Sell?

Some years ago, a cartoon was current which showed a peanut vendor with a large, complex, and shiny machine rigged on top of his vending wagon. The caption read "Somebody sold Tony too much machine."

There's no doubt but that a salesman is forced to make his living by applying his equipment, wherever possible, to his customers' procedural problems. In practice, however, it

takes a very naive businessman to be badly overstold. Ninety per cent of the time the customer can make his evaluation on the simple basis of whether or not the equipment will pay for itself. And the burden of proof is on the salesman before the order is signed!

Few companies permit the installation of equipment where it is obviously ill-suited for the application to be handled. The salesman has too much preparatory work prior to the signing of an order to waste time on dubious applications. The company, on the other hand, has too great an equity in its reputation to permit the practice.

The greatest difficulty for the buyer arises when he calls in two or three competitive manufacturers to make recommendations. On order-invoicing, for example, there are probably half a dozen techniques quite dissimilar, which can be successfully applied. In these cases the purchaser must rely on his own instincts plus careful compar-

"In the solution of systems problems, equipment and supplies are sold only after a practical solution to the problem is offered. In this respect, the customer is offered the opportunity to see demonstrated to his satisfaction that the solution will work."

ison of initial price and operating costs. Probably the best alternative is to ask each of the salesmen to recommend one or more installations of a similar nature in the same locality. The prospective buyer can then contact these users to help in making his final decision.

Look for the Salesman Specialist

Quite a number of business equipment manufacturers retain salaried

specialists to assist their salesmen on particularly difficult or important accounts. Some companies charge a fee for this service, especially if the job to be done is apt to be protracted. More often, however, the service is free if the potential for a sale is great enough to warrant it. Justly, in these cases the manufacturer expects the prospect to buy from him if he is satisfied with the final recommendation. One firm puts it this way, "In the case of our investment in surveys for our customers, experience has shown that the only really profitable customer for us is the one who continues to purchase our products year after year, order after order. It isn't at all unusual for us to lose money on the first order because of the

"If the problem is apparent, then manufacturers' representatives may be expected to offer solutions to the problem. If the problem has not been properly analyzed, and cannot be accurately and completely presented, then it is unlikely that the representative can be of major assistance."

terrific amount of detail work required to establish the internal "channel" through which our relations with that customer must be guided. After we've done our work, if the customer fails to give us the order, and subsequent re-orders, our profit evaporates."

The Odds Favor the Prospect

Another of the large business equipment firms states it this way, "A prospect is under no obligation when he asks us for recommendations. Loss of time on surveys is an occupational hazard of the industry, and our salesmen know it. We have to accept our prospects on faith—and in most cases the confidence is justified. From our point of view, the important thing is to get permission to make a survey. All one of our salesmen can ask for is an open mind and a willing listener. The prospect's obligation ceases there. At that point we have to produce!"

thought starters

FINANCIAL

thought starter

New development synchronizes calculator and typewriter



A new device has recently been announced whereby it is possible to use an electric typewriter to produce automatically, in tabulated form, the output of a full keyboard rotary calculator. This development is particularly important because it eliminates one of the most expensive, time-consuming and error-producing phases of the calculating operation.

Automatic control circuits integrate

the two standard machines so that the information contained in the upper register of the calculator is automatically recorded by the typewriter at the rate of *ten characters per second!* Twenty switches on the calculator provide for any required arrangement of the final record—such as the placement of decimal points, the distribution of columns and the omission of unwanted digits.

Shown here is an example of typical results on a payroll application. The names and rate of a group of employees have been run off on a duplicator and given to the operator. The sheet was then placed in the typewriter. When standard rate and overtime were calculated, both of these columns, plus the gross earnings, were produced for 34 employees in *less than five and a half minutes.*

For a booklet detailing other applications with this new equipment please Circle number 346 on the Reader Reply Card.

PROCEDURE

thought starter

Inter-com applied to central filing department

In the January, 1952 issue of *METHODS* we carried an article on inter-com (*How To Reduce Your Phone Bills*). Since then, many readers have written us with unusual and productive applications they have developed for this type of system. While the company that related the experience described below would prefer not to have their name used, the results are outstanding and should be applicable to any firm with a sizeable central filing department.

In order to set up better communications between their service department and the central files, this firm made a comparative study of the costs of a telephone switchboard vs. inter-com equip-



ment. They discovered that in the filing department alone, the savings would be not less than \$150 per month, by using inter-com.

They installed a master unit in eight or nine locations throughout their building, as well as a staff station in the filing department. Requests for information are piped through the inter-com to the files. (See cut.) As a result they can operate with fewer filing clerks and requests for information are considerably speeded. In addition to the above saving, the company estimates they save an additional \$50 a month by eliminating the need for telephone call-backs which are caused by telling an outside phone caller that they will phone back as soon as they dig up the pertinent information.

For more information on inter-com equipment, together with prices, please Circle number 344 on the Reader Reply Card.

METHODS

thought starter

Work order handling speeded by pneumatic tube system

Installation of a pneumatic dispatch tube system in a Rochester, N. Y. clothing plant facilitates handling of work orders and saves 50 per cent of its cost in messenger service each year.

Timely Clothes, Inc. needed the sys-

tem to speed work orders, invoicing information, shipping orders, and other office papers between three key points in the plant. There is heavy work traffic between the main office on the first floor, the stock control office on the third floor, and the shipping office on the second floor. The tube system is of three inch diameter size and handles large work order sheets in quantity as well as other papers such as invoices, job tickets, correspondence, and other routine papers.

Two-way service is provided between the main office on the first floor and the stock room on the third floor. A similar line runs between the main office and the shipping room on the second floor. Because of considerable office paper traffic between the stock room and the shipping department, another two-way line was set up between these two points.

Mail orders, cutting orders, and shipping orders originate in the main office and are dispatched in continuous fashion to the stock room. The pneumatic tube system allows this continuous delivery where it was formerly the custom to accumulate a quantity of orders for messenger service. More rapid processing of all orders is a logical result of this change in procedure.

This company ships to customers all over the country. Each order has a



methods

NAME	RATE	S.T.E.	O.T.	GROSS
J. Adams	1.75	78.75	4.37	83.12
P.B. Brown	1.67	75.15	4.17	79.32
R.K. Chaney	1.52	68.40	3.80	72.20
B. Collins	1.67	75.15	4.17	79.32
E. Dunne	1.85	83.25	4.62	87.87
L. Emery	1.82	81.90	4.55	86.45
J. Fischer	1.85	83.25	4.62	87.87
W. Frank	1.93	86.85	4.82	91.67
M.L. Howard	1.95	87.75	4.87	92.62
W. Jones	1.37	61.65	3.42	65.07
E. Kine	1.50	67.50	3.75	71.25
I.W. Lawrence	1.75	78.75	4.37	83.12
O. Lewis	1.87	84.15	4.67	88.82
M.M. Mond	1.72	77.40	4.30	81.70
I. Oleson	1.87	84.15	4.67	88.82
J. Peterson	1.50	67.50	3.75	71.25
P.M. Porter	1.37	61.65	3.42	65.07
T. Poulos	1.95	87.75	4.87	92.62
R. Rayler	1.83	82.35	4.57	86.92
C.M. Razner	1.93	86.85	4.82	91.67
C. Rees	1.85	83.25	4.62	87.87
M.A. Sidel	1.82	81.90	4.55	86.45
E.R. Taffel	1.85	83.25	4.62	87.87
L.K. Tait	1.67	75.15	4.17	79.32
M.O. Thompson	1.52	68.40	3.80	72.20
R.W. Troy	1.67	75.15	4.17	79.32
W. Urick	1.75	78.75	4.37	83.12
J.B. Vann	1.87	84.15	4.67	88.82
R.E. Voss	1.85	83.25	4.62	87.87
C. Williams	1.75	78.75	4.37	83.12
S.A. Worsham	1.50	67.50	3.75	71.25
G.L. Young	1.67	75.15	4.17	79.32
R.G. Younger	1.75	78.75	4.37	83.12
L. Zilberg	1.50	67.50	3.75	71.25

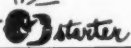
TIME 5 min 20 sec.

master work sheet on 12½ by 20 inch ledger paper that passes between departments several times on many store orders. These large sheets are easily rolled to fit in the carrier. Some customers' orders must be shipped in several lots at prescribed intervals; other orders with shortages and orders with inspector-withheld garments; all require multiple handling of the work order sheet to maintain proper control.

An estimate of the reduction in cost of messenger service indicates a saving of approximately \$2,000 per year. As is the case in all installations of this type, there is never a need for personnel to leave their departments to tote papers to another office.

For more information, Circle number 343 on the Reader Reply Card.

OFFICE

thought  starter

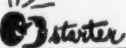


Telephone rest speeds order taking and sales

While there is nothing new about the phone rest shown here, recent changes in design have made it particularly useful for routine ordertaking and telephone sales purposes. One large wholesaler has equipped his order department phones with this device, thus eliminating the necessity for cumbersome head sets formerly used. Whenever it is desirable to have both hands free while the phone is in use, this equipment will inexpensively solve the problem.

For more information, please Circle number 328 on the Reader Reply Card.

SYSTEMS

thought  starter

Transcribing speeches speeded by machine

A court reporter in Indianapolis has indicated experience with dictating equipment in lieu of shorthand which will be of interest to management men with occasional need to obtain transcripts of speeches or discussions at meetings.

A dictating machine is set up with a general microphone which will pick up the voices of the judge, the witness, and the attorneys. The judge of the court where the system is used says he is obtaining the most accurate trial records he has seen since he began the practice of law.

For speeches and conventions where the reporter is not in a position to request repetition of words not clearly spoken, he uses two dictating machines—one with the general purpose microphone, the other with a direct microphone. This system assures absolute accuracy of the typewritten copy. Costs are low. A whole day's trial can be recorded for less than fifty cents. When typewritten, it covers from 150 to 180 pages of transcript.

For more information, please Circle number 345 on the Reader Reply Card.

METHODS

thought  starter

Keep your desk uncluttered—Government style

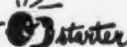
The man who uses a multitude of different forms in his daily routine will



be interested in the method developed by the Wage Stabilization Board for handling this problem. Instead of the old style wooden pigeon-hole units on each desk, they have installed a series of modern steel assorters. These units have sliding trays with an indexing tab at the front to indicate the forms held within. Adjustable back stops on each of the trays permit the user to "size" the tray according to the dimensions of the particular form it contains. The units are inexpensive, come in a variety of sizes, and may be used in either horizontal or vertical positions.

For more information, please Circle 347 on the Reader Reply Card.

OFFICE

thought  starter

Another application for electric stapler

A good example of how to get maximum product utilization from a piece of office equipment is revealed in this Pratt & Whitney example. The company had an electric stapler in their library for routine use. It had not



been used, however, outside of that office. In getting out their weekly publication, they discovered that the stapling work, done with hand staplers, took more time than the collating, and required two girls for stapling to keep up with collating. By using the electric machine the binding job is now done equally as fast, saving the labor of one girl.

For more information on electric staplers, with prices, please Circle number 342 on the Reader Reply Card.

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CASE HISTORY:

How one company set up a record

Editor's Note: In April, METHODS carried an article on how to handle inactive records. Because of the scope of the subject, it was necessary to deal in generalities. The following story is an actual case history of the results that can be expected from a methodical record retention program.

About a year ago, a large Oil Field Supplier decided to consolidate its several offices in a single centralized unit. Not the least of their problems was the matter of merging the records from their two central control points into a single cohesive system.

As is true of most companies today, the storage of papers had grown to alarming proportions. For example, a preliminary survey revealed that the company had on hand 2,355 file drawers of active records. Moreover, these records were maintained in an incredible number of different departments. Assuming the very conservative figure of \$54 per year for operating a single drawer of active material, the annual cost to the company for filing ran about \$127,000.

The company decided that a more complete job could be done with the help of professional assistance. They therefore retained the Methods Consulting Division of a large office equipment manufacturer to make a survey of their requirements for the move, and to assist them in the integration of records.

To these peoples' experienced eyes, it was immediately apparent that record consolidation was not the real problem. If anything, it would be nothing more than an automatic by-product of an orderly record control, retention, and disposition program.

What the Experts Recommended

Wisely, the analysis and survey of the company's records was conducted by working *with* — not *over* — the com-

pany's employees. No outsider can understand the peculiarities of a business as well as its operating employees. The only hint of arbitrariness that could be found in the written reports submitted to management was the fundamental recommendation that a central, all-powerful control had to be established. They recommended the following:

- 1) Control of all records from their inception within the company to their ultimate destruction had to be covered by a central Policy Bulletin.
- 2) Control of all records and paper coming into the organization from the outside had also to be covered by Policy.
- 3) A standard method of handling yearly transfer of material, including the automatic destruction of material on dates specified, as well as a regular schedule of moving material from active office files to transfer status, had to be a matter of firm company policy.

The next step was to work closely with departmental supervisors to ascertain what they felt their requirements to be in the way of active records within their departments and filing space needed. It is particularly interesting to note at this point, that the various departments made an original projection of the filing space they would need before the experts were called in. Each department, in its understandable eagerness to protect itself, claimed far more space than it was actually proved they needed. Without the study, management would most certainly have had to accept most of these claims.

After an analysis was made by specialists, departmental heads were asked for another estimate of needed space. The consultants also submitted recommendations. A final amount was then negotiated. In terms of total drawers of filing space, here are the results:

In use at time of survey—2355

Total recommended — 1596

Total agreed upon — 1854

Forgetting all other important values derived from the study, and recounted below, this saving in space alone more than compensated the company for the effort and money that went into the job. (see Box)

Results in Dollar Savings

In March of this year, before the overall job was completed, the consultant firm submitted an interim report of results to date. Quoted below, with permission, are some verbatim remarks from this report:

1) "You have saved approximately 75 five-drawer files (375 individual drawers). This cannot be definitely deter-

mined until the move is completed but we believe this to be a fair figure. This represents a saving of approximately \$7,500.

2) "You have been saved from moving of 314 individual boxes of material previously kept in active files in the office. When the cost of packing, handling, trucking, unloading and placing in files is considered, this is a substantial amount.

3) "Your saving in floor space is approximately 75 filing cabinets. It is generally accepted that a cabinet, including working space, occupies 7 square feet of floor space. On this basis there is an annual saving of approximately \$2500 which is the equivalent of floor space to accommodate a

COMPARISON: FILE-DRAWERS OF ACTIVE RECORDS

DEPARTMENTS	TOTAL AT TIME OF SURVEY	TOTAL RECOMMENDED	TOTAL AGREED UPON
Advertising & Sales			
Promotion	101	34	41
Billing & Sales			
Accounting	444	424	471
Engineering	8	12	17
Patent	61	50	55
Purchasing-Merchandise	602	373	375
Merchandising Sales	268	134	274
Statistical	34	23	23
Traffic	163	97	100
Account Planning	75	53	56
Credit	267	103	—
Div. Sales	50	31	36
General Accounting	126	70	92
Central Reports File	0	25	25
Industrial Relations	20	11	12
Insurance	25	13	13
Payroll	95	54	65
Plant Accounting	25	12	17
Purchasing	90	71	73
Special Sales	168	109	109
TOTALS (Credit Dept. not included)	2355	1596	1854

retention and destruction program

minimum of 7 more people. This has, in certain instances, eliminated overcrowding.

4) "There are certain collateral savings. For instance, in the Sales Accounting Department, it was originally planned to house the copy of the sales order and credit copy in binders on a long counter occupying 255 square feet of floor space. With the excellent help and cooperation of the head of this department a solution was found that reduced the floor space by approximately 155 square feet. This saves in the neighborhood of \$725 annually. More important, it is enough floor space to take care of two additional personnel.

5) "It is rather difficult to figure the annual saving in operating cost on the drawers that have been eliminated. It is a well established fact, based on surveys, that the cost per drawer of operating an active file is \$54 per year. This does not include such overhead charges as administration, supervision, floor space, light, heat, etc., but is chiefly made up of *straight labor*. Accepting this figure as being correct, the annual saving for this item is \$22,464." (*Editor's Note: Based on 416 drawers ultimately saved.*)

Other Benefits

In addition to the savings in dollars and cents, it is important to realize the collateral benefits derived. The interim report suggested some of the following as the most important ones:

- 1) "Better service to working personnel. They should and can get what they want faster and with less work.
- 2) "Better control of your papers. There should be no lost or missing papers. Correct methods for charge-out and follow-up have been established.
- 3) "Easier and faster training of new personnel in the filing category. The systems are simple as possible—no trick set-ups.
- 4) "You can quickly, easily, and at

small expense expand or contract any one of the filing units. There is no longer any capital expense involved.

- 5) "You definitely reduce your inventory expense and filing supplies because you no longer have to carry an assortment of many items. Stocks can be kept at a minimum.
- 6) "You reduce your supply cost at the time the new files are set up each year and the old material is sent to storage because you can buy in quantity, thus securing maximum discounts.
- 7) "You have a more definite measuring stick of the efficiency of your personnel. Since all systems are built along the same basic principles it is easier to measure daily production.
- 8) "Supervision is easier. Responsibilities have been established, standards set, and manuals provided to check against."

Microfilming vs. Transfer Storage

It was found, in the case of this particular company, that records could be stored and maintained over 7 years at less cost than they could be microfilmed. The savings in this case may be partially attributed to the fact that this company was willing to establish a firm policy as to record disposition. The company itself estimates the following savings by changing to transfer storage as opposed to their current microfilming program:

Costs before study:	
Floor space	\$3,772.00
Microfilming	6,000.00
Salary (for reference and maintenance)	3,730.00
	<hr/>
	\$13,502.00
As a result of the study annual costs should be as follows:	
Floor space	\$3,360.00
Salary (1 person for reference and maintenance)	3,000.00
	<hr/>
	\$6,360.00

On this basis a projected annual saving of approximately \$7,142.00 can be made.

When to Microfilm

[*Editor's Note: While microfilming may be more expensive than storing in original form, it is necessary in many instances because of the smaller volume of records to be stored and the impracticality of maintaining a separate record room or center. This would be particularly important where expensive office space is involved and inactive records cannot be stored, for convenient operations, at a remote point. In other words, cost is not the only factor to be considered in deciding whether or not to microfilm.*]

How Are Your Records?

The savings recounted above are not unusual. In many companies, perhaps in most, they might well run higher. The significant thing to remember is that the potential savings in a record control program cannot accurately be measured in dollars and cents. Measurable savings are much like the visible portion of an iceberg. The greatest bulk never meets the eye. Economies and revenues available as a matter of better management control may far outweigh the physical savings that can be seen.

For more details on the above system, with costs, Circle number 348 on the Reader Reply Card.

how do YOU collate!



Are the scenes at the left familiar?

One girl at the Thomas Collator pictured below can match the production of as many as four girls "gathering" manually.

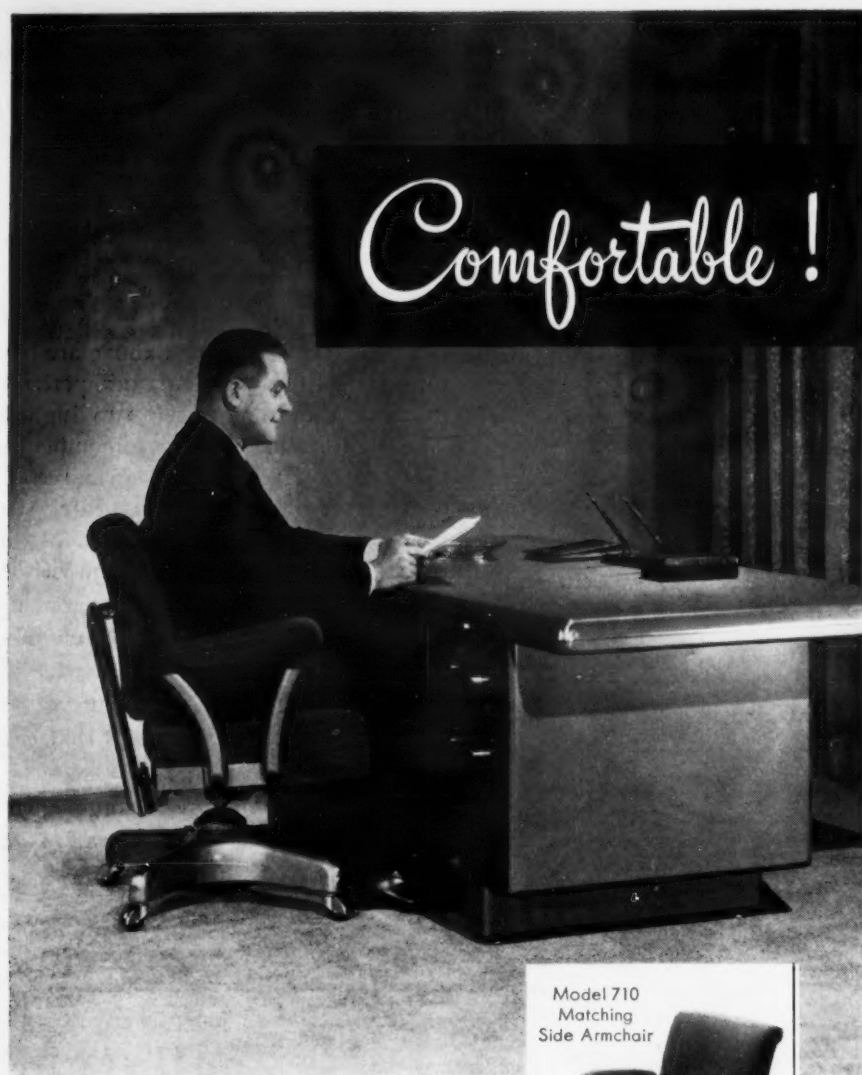
If this saving interests you, please write us for brochure "T" and the full story.

Thomas Collators

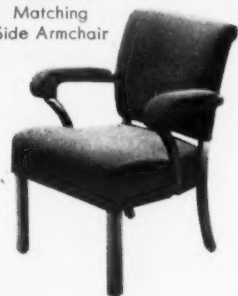
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(Circle 315 for more information)



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And despite its easy-chair comfort, the 65 has correct posture design with five handwheel adjustments to fit it exactly to you. When you work in the 65, you accomplish more and you feel fresher at the end of the day. Functional lines, quality finishes and fabrics fit this chair for the finest office.

Matching side chairs are available. Write for helpful and informative booklet, "Posture Seating Makes Sense."

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(Circle 310 for more information)

tax tips

\$ \$ \$ \$ \$ \$ \$ \$

100% Interest is Deductible, Court Finds

In a recent Taxation Report of the Research Institute of America, a ruling of particular interest and significance to business men was reported. Here's the report in brief:

A husband borrowed \$8,500 from his wife's own funds on a personal 5% bond. Two years later the agreement was changed to provide for the payment of 25% of the business profits instead of interest. Under this set-up, the wife got \$6,900, \$7,700 and \$10,300 a year as interest. The district court and the Third Circuit said that the husband could deduct the payments as interest. *There's no provision that requires interest payments to be reasonable. Any sum paid as interest is therefore deductible because there was a valid debtor-creditor relationship here.* (Karl D. Dorzback v. Collison, (CA-2) 3/18/52)

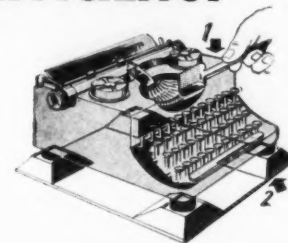
Observation: The courts also felt that even if the payments weren't interest they still weren't taxable to the husband since there was then a valid joint venture between husband and wife and this might be treated as a sharing of the profits. The courts are on strong ground here.

But it's questionable whether other courts will recognize all "interest" payments no matter how generous. For example, the original approach on rents was to hold that they didn't have to be reasonable. But later cases took the view that even though the Code doesn't spell out a requirement of reasonableness, abnormal payments aren't a legitimate business expense.

Purchase Labor Saving Equipment Now

Tax experts are recommending increasingly that their clients invest reserves in productive equipment to increase the efficiency of their operations.

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(Circle 321 for more information)

Reason for the recommendation is the continuing gradual inflationary swing, with emphasis on higher wage costs.

This policy can be an important hedge against inflation since an investment in labor-saving equipment means that the business man is buying tomorrow's labor at today's wage level. METHODS, in January, 1952, made the following recommendation to firms whose reserve position did not allow such investment, "It is also interesting to note that a company in a short cash position can find some tax advantage in buying on time in acquiring office equipment. The interest charges are deductible, thereby almost nullifying the additional cost of this type of financing."

In spite of higher depreciation costs, the drain on current funds will be less severe than would be additional payroll expense. By saving higher wage rates through increased productivity an inflationary trend means you'll pay off equipment in cheaper dollars.

methods

From snap to print in 60 seconds

UNIQUE CAMERA PROVES TO BE VALUABLE BUSINESS TOOL

Two completely original features make this relatively new camera a valuable business tool:

1. The picture taker gets a *finished print*, on the spot, a minute after he's snapped the shutter. Developing is automatic, even in broad daylight. If he isn't satisfied with the picture he gets a "second chance."
2. There is no waiting for the shot to be developed. This absence of the usual time lag between picture taking and finished print offers endless possibilities to the business man when speed is important.

Endless Applications

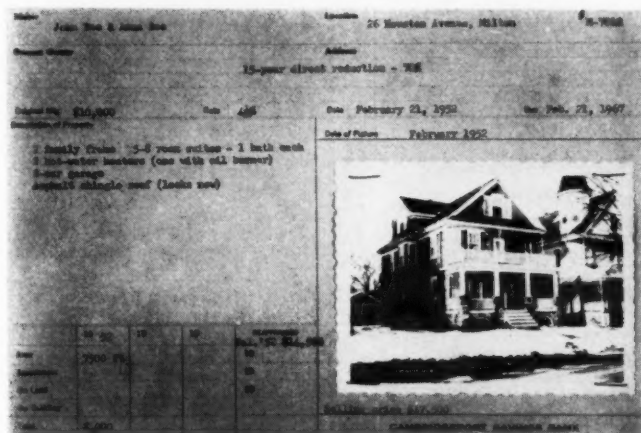
Largest users of 60 second photography are real estate agents. Banks come next. Increasingly, however, other businesses are developing a multitude of specialized applications once one of these cameras has been acquired and personnel know of its availability. Prints can be produced in black and white or sepia. They can be retouched like any other photograph for art work and are suitable for engraving. Since the total cost of a print runs only about 22 cents these positives compare

favorably with conventional photos on a cost basis.

Attachments Available

Thanks to a newly developed attachment, the camera can also be used for making copies of anything written, printed, or drawn. For the company with a very limited need for an office copying machine, this type of camera offers an economical answer.

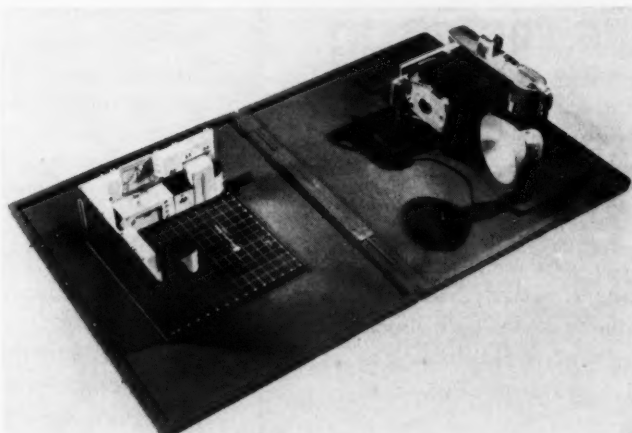
For more information, including price and a list of dozens of business applications, please Circle number 332 on the Reader Reply Card.



Here's a typical mortgage application. The bank appraiser takes a picture, clips it to the application. This enables the approval committee of the bank to act the same day application is made. Real estate agents are pioneer users of this camera.



Pictures of engineering models are made at the desk of the assistant P. A. for Bausch & Lomb by salesmen for Northern Industrial Chemical Co. Salesman sends pictures to home office for quotation instead of writing long memos describing blueprints.



Makers of Youngstown Kitchens provide dealers with miniature units and camera with flash gun. Models are arranged to fit the customer's own kitchen. Wives are able to take home photos to discuss them with husbands.



Cartoonist, Jimmy Hatlo, uses his stenographer as model for sketches. Advertising agencies save time, model fees, by submitting 60 second print to studio photographer for final art. Expensive re-takes are eliminated.



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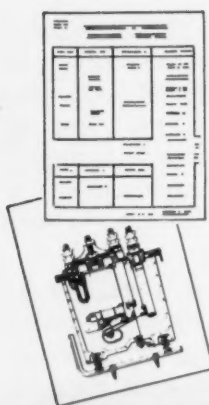


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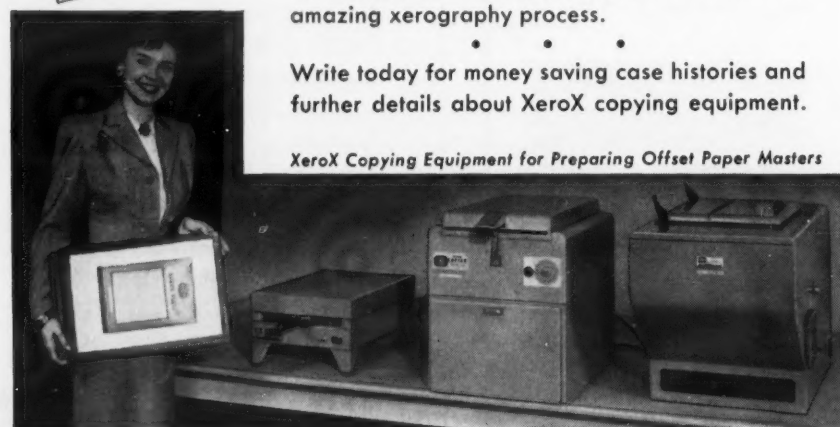
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(Circle 304 for more information)

Insurance for the company without a pension plan

Hubert A. Gerstman, C.L.U.

There is a very interesting section of the 1951 Revenue Act which should effect the purchase of a considerable amount of life insurance, once the provisions of this section are made known to employers throughout the country. The section of the Act is 302, and it amends section 22 (b) (1) of the Internal Revenue Code. Paragraph (B) has been added to section 22 (b) (1), reading that any beneficiary or beneficiaries may receive a total up to \$5,000 paid by that employee's employer because of the death of that employee.

Simply stated, this section means that if an employee is working for a corporation, the corporation can buy a \$5,000 life insurance policy on his life and be the owner of the policy. When the employee dies, the corporation receives from the insurance company the \$5,000. But, and this is the significant part, when the corporation agrees to distribute that \$5,000 to the employee's beneficiary or beneficiaries, the \$5,000 received is not taxable income.

It should be quickly stated here that, as before, these premiums are not deductible to the corporation while they are being paid to the insurance company. But the \$5,000, once received from the insurance company, is deductible by the corporation while it is being distributed to the employee's beneficiary or beneficiaries.

In all probability, the business concerns throughout the United States which will take the greatest advantage of this new section are those concerns

which have not yet had their pension plans qualify under Section 165 (a) of the Internal Revenue Code. Most of the insurance sold because of this new section will doubtless be treated by the corporation-owners as Key-Man Insurance (especially as far as credit rating is concerned), except that when the insured dies, the proceeds will eventually wind up in the employee's family, rather than in the treasury of the corporation. (See *Key-Man Insurance, METHODS, Jan., 1952.*)

The most interesting facet of the new law is the wording of the first part of the new section. The introductory part of this section simply says that certain items shall not be included in gross income and shall be exempt from taxation under this chapter, and the particular section begins "... under a contract of an employer providing for the payment of such amounts to the beneficiaries of an employee, paid by reason of the death of the employee." The words "under a contract" certainly indicate that some prearranged contract between the employee and the employer is necessary in order to effect this receipt of income by the beneficiaries of the employee on a non-taxable basis. Just how complicated a contract is required is not known and for that reason, before any employers actually buy insurance to take advantage of this new section, they should certainly consult their attorneys in order to have proper contracts drawn.

The great advantage of this new section is the partial elimination of the

methods

confusion that had existed before. The new law has not eliminated all of the confusion that had existed, because it is still uncertain as to how those proceeds, upon being paid to the beneficiary, would be treated if they came as a result of a voluntary act by the corporation, and not by a prearranged agreement. Presumably, future regulations will clear some of the unanswered questions which will naturally be raised by this new section.

Nevertheless, attorneys will feel that there is less confusion now than there was before. Formerly, if the payments were made pursuant to a contract, they were taxable to the beneficiary as income and deductible by the corporation. Voluntary gifts had been held to be exempt to the widow when they were made within a reasonable time (considered to be two years). Moreover, it was not clear whether the employer was entitled to a deduction for the voluntary payments.

The purpose of the new law as expressed in the Senate Finance Committee Report is to adjust the inequity arising out of the different tax treatments accorded these death payments provided by an employer. So, under the new law, all payments made by an employer to a deceased employee's beneficiary are exempt up to \$5,000 provided they were made pursuant to a contract between the employer and the employee. Over and above \$5,000, payment will be considered as taxable income.

This writer can think of several more questions which will have to be answered by the regulations. Must the contract between the employer and the employees be nonforfeitable? Or, will a resolution, stating that the employer may get out of the contract in the event business conditions worsen, be satisfactory? And, will the new law affect participants under a formal pension trust that provides death benefits? For example, if an employee dies at age 58, when the cash value of the individual policy covering his life is substantial, will the death benefit received by his beneficiary be taxable income to the extent of the cash value or will the first \$5,000 be exempt?

For more detailed information on the above subject, please Circle number 350 on the Reader Reply Card.

june 1952

clippings

NEW LITERATURE AND PRODUCTS IN THE EDITOR'S MAIL

How to design a letterhead

An exceptionally complete brochure on the psychology of letterhead design has recently been published. In addition to about twenty sample variations of a letterhead for a single business firm, it offers a test that may be conducted within a company to establish letterhead preference among company executives. Also offered is a summary of this test as conducted on a nation-wide basis for comparison with results obtained within your own firm.

For a copy of the brochure and test, please Circle number 335 on the Reader Reply Card.

Comprehensive chart of new postal rates and information

A well prepared chart, complete with recent changes in postal rates and information, is available to METHODS readers free. Covering all classes of mail, and typographically designed for reading ease and accuracy, it is printed in three colors on stiff card stock. It folds for desk use and filing convenience, and opens to a 12 inch by 18 inch wall chart for hanging over the mailing work station in the average office.

A special feature on the back of the chart is a parcel post zone map of the United States, plus a "Self-zoning" mileage rule with which the user can easily mark off, in colored pencil, the arcs or circles establishing the country's parcel post shipping zones from whatever town or city he happens to be located in.

For free copies, please Circle number 337 on the Reader Reply Card.

Complete forms design kit offered free

A form designing packet, intended for persons without any training in printing design, has just been released. It includes; a supply of printing specification sheets and ruled form layout sheets for pica and elite typewriter spacing, an easy reading book entitled "How to Design a Business Form," a plastic rule with inch-typewriter and printers' pica scales, and a Manual of Paper Information. Also included are sample books of various bond and ledger papers.

For a free copy, please Circle number 336 on the Reader Reply Card.

Free "Slide Rule" shows electric typewriter savings

Perhaps the most important decision a businessman must make before he buys a typewriter is—should it be manual or electric? The purchase price of an electric typewriter is about twice that of a manual, and the prudent businessman wants to know what he will get for his extra investment.

Users of electric typewriters have reported production increases ranging from 6 percent to 50 per cent, according to the type of work being done. To assist businessmen interested in evaluating time and money savings available through the use of electric typewriters, an ingenious slide graph has been developed. Based on the conservative estimate of a 15 per cent increase in production, and making standard allowances for depreciation, maintenance and cost of electricity, the graph makes it possible to see at a glance yearly net savings available under a variety of conditions.

For example, one chart shows that when a typist who is paid \$55 a week spends an average of 5½ hours a day typing, \$225 a year will be saved through the use of an electric typewriter. On the reverse side of the graph, another chart shows that this is the equivalent of having one extra girl for twenty days a year at no extra cost.

Similar figures can be obtained in office situations where salaries vary from \$35 to \$75 a week, and where the time the machine is in use ranges from two to seven hours a day.

A free slide graph can be obtained by Circling 340 on the Reader Reply Card.

Office machine destroys confidential records

In any record destruction program, there's always the problem of how to dispose of papers. Most firms have found it well worth-while to sell these papers for their scrap value. This brings up the question of potentially confidential matter that might be in their contents.

Thanks to a standard office appliance that completely destroys papers and letters faster than fire, the problem is easily solved. This machine grinds to shreds, as fine as hair, any discarded letters, agreements, or other valuable papers pertaining to business or personal affairs. There



is no worry about confidential information going astray. What's more, in most cases, the finely shredded paper is still saleable for scrap.

The machine stands 34 inches high, operates on A.C. or D.C., and is noiseless. Firms such as Alcoa, General Cable, Anaconda Copper and Celanese Corporation of America are enthusiastic users.

For more information, with prices, Circle number 341 on the Reader Reply Card.

Push-button record keeping described in new booklet

A mechanized record keeping unit, recently developed, is described in a handsome brochure just released which lists all pertinent facts upon which a methods man can analyze its applications. The unit will hold approximately 100,000 cards. At the touch of a button, the machine delivers the target card to desk-high working level under good illumination.

Four thousand to nine thousand cards are always open and in position within easy reach of the operator.

Literally any type record may be stored within the trays. It will hold as many as 82,000 tabulating machine cards, as well as address plates, ledger sheets, microfilm, or even nuts and bolts.

For a copy of the brochure described above, please Circle 339 on the Reader Reply Card.

office design *and* layout

There's nothing cheap

SAVING STEPS TO THE WATER COOLER WILL SAVE MAN HOURS IN YOUR OFFICE

If you don't think the cost of improper water cooler placement can be expensive, take a look at the two diagrammatic sketches below.

They show a typical Work Center for 60 employees. In the first one, travel to a single water cooler is shown. In the second, two new water coolers have been added and the revised flow of traffic to them is charted.

In the first diagram, the average travel distance for an employee is 130 feet. In the second, this travel has been reduced to 60 feet for the average employee. The resultant savings of 70 feet of travel distance is not great on a per-trip basis. But projected over a year for 60 workers it represents a \$448 yearly profit in man-hours that would otherwise be wasted!

While lack of adequate drinking fountain facilities cost money in man-hours, it's also highly expensive in

terms of employee health. It will pay you to encourage water intake. Medical studies have proved that too little water can result in sluggishness, fatigue and other harmful effects which come from a congested intestinal tract. A person in good health, according to a consensus of medical opinion, should get from 6 to 8 glasses of fluid daily. This is not a seasonal proposition although, in summer, water intake should be higher if the body and mind are to operate at optimum efficiency.

An interesting survey by the United States Testing Company, Inc., brings out another important factor in encouraging water consumption by employees. They analyzed the relative merits of bubbler fountains and fountains employing paper cups. Their findings showed that people drank approximately 62% more water per drink when drinking from cups.

Moreover, in the same survey it was discovered in addition to the increase in daily consumption, the overall time spent in going to the water cooler was materially reduced. Most experts agree that the relatively low additional cost of a paper cup dispenser is worth the investment in terms of both health and efficiency.

How to Place Water Coolers

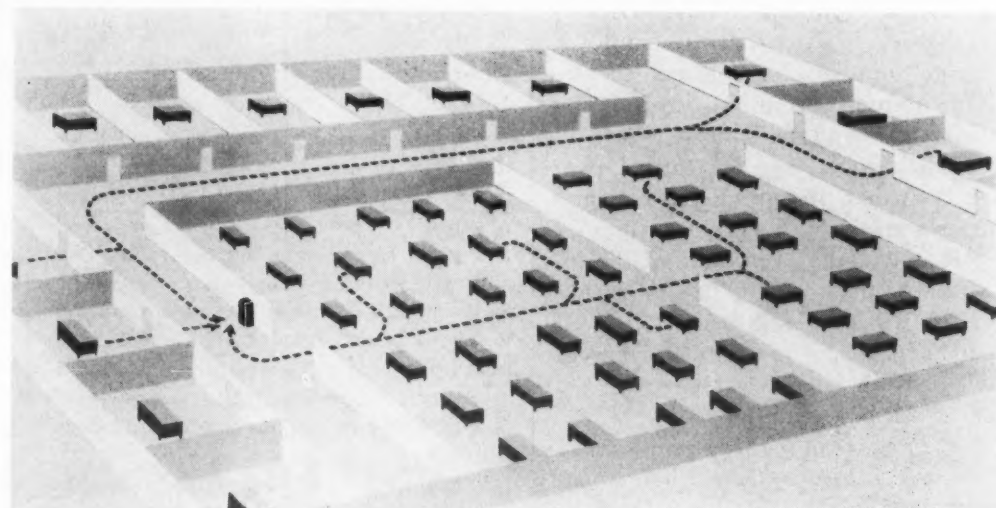
Other factors beyond the average travel distance should be studied in planning the location of water coolers. The safety of the workers, the installation costs, the type of activity in the Work Center are all pertinent to the placement of each water cooler.

Here are a few DO's and DON'TS:

- DO consider all existing fresh water piping locations since these installations are less expensive and require minimum plumbing.
- DO take advantage of natural traffic lanes to reduce travel distance.
- DO install a larger-capacity water cooler wherever room temperature is high or heavy manual labor is carried on.
- DO install a smaller-capacity cooler whenever the room is air conditioned.

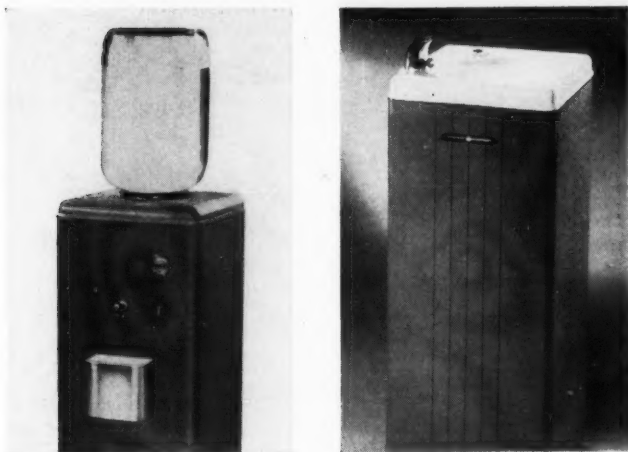


BEFORE With but one water cooler 'centrally' placed, note the extreme distances which must be covered by some workers. Result: wasted time, excessive traffic through office.



Reproduced by permission. Copr. 1952 The New Yorker Magazine, Inc.

about water



Two models of coolers. At left, bottle-type when plumbing attachment is expensive or unavailable. Right, standard pressure model.

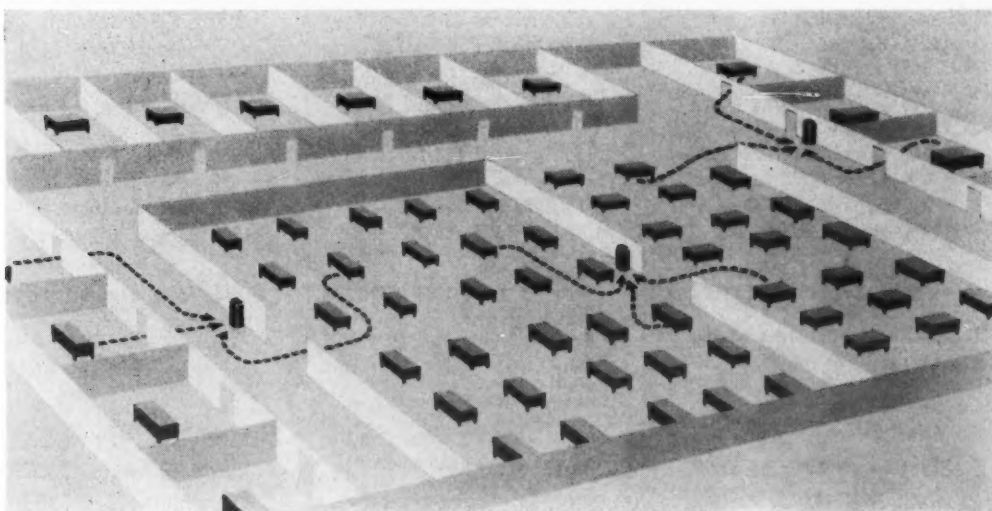
DON'T place coolers in heavy traffic lanes, but near them.

DON'T install coolers near operating machines since operators may be distracted by those using the coolers, thus inviting carelessness, and time-wasting conversation.

DON'T plan for coolers at exits, stairways, or other locations where those being served will interfere with traffic.

For more information, including a chart which will help you estimate annual savings based on the number of persons in your Work Center and number of feet travelled, please Circle number 334 on the Reader Reply Card.

AFTER Two new coolers have been strategically placed. Note the great reduction in "average" travel for an employee. For details of resultant dollar savings annually, see text.



When City Water is Unfit for Consumption

Here's a verbatim report made by a leading paper company on their experience with water coolers when Municipal water was undrinkable:

"During a four month period, the costs of bottled water for drinking purposes in this plant were:

3,699 five gallon bottles of water	\$1849.00
Ice for cooling	1282.00
Labor costs for handling bottles	2512.00

Total \$5643.00

Based on the above figures, the annual cost for bottled water, ice and labor would be \$16,929.

During the same period the next year, thirty-six filters on drinking water coolers, were installed. All expenses for bottled water, ice, and labor at these points were eliminated.

The annual charge for the filters and filter service for these facilities is \$1,440.

The annual saving, therefore, is \$15,489 against which is the purchase price and installation costs for twenty-three coolers—approximately \$5,000 plus the amortized costs of thirteen old electric water coolers.

A further advantage of the cooler-filter system is the elimination of the accident hazard in handling five gallon bottles.

The palatability of the water is equal to bottled spring water and there have been no complaints from employees over the replacement of bottled water by filtered municipal water. The municipal water prior to this filtration was so objectionable in color, taste and odor that it created a major personnel welfare problem."

For more information on cooler filter systems, Circle number 333 on the Reader Reply Card.

LeFebure COMPLETE POSTING UNIT!



52
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Sizes

**MAGIC KEY
ADJUSTO
TRAY-BINDER**

EXCLUSIVE! Compressor plates made to fit sheet size at no extra charge!



SAVES SPACE!

SPEEDS PAPER HANDLING!

**SAVE 5 TO 15 MINUTES EVERY HOUR
DURING MACHINE POSTING.**

Installations prove it! LeFebure Tray-Binders, Posting Stands and Bookkeeping Machine desks provide an orderly arrangement — more room at less cost. Everything at hand . . . uninterrupted work. Space saved — time saved. Let our trained representatives help YOU—

WRITE FOR FURTHER INFORMATION

LeFebure CORPORATION
CEDAR RAPIDS, IOWA



The World's Most Complete Line of Posting Trays, Tray-Binders and Stands



(Circle 317 for more information)

methods

reports

How much does it cost?

RESULTS OF APRIL SURVEY

The results of the April survey, shown on this page, again indicate the lack of knowledge that exists among businessmen of the prices for familiar items of office equipment.

Significantly, on almost all of the 12 products surveyed during the last few months, the median guess was considerably lower than the true price. Equally significant, considering the titles and responsibilities of the participating readers, is the fact that each of the products is known to most management men to be overhead-reducing when properly applied. With this

in mind, it would seem estimates should have been considerably higher.

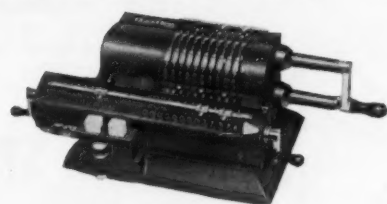
This was borne out in a separate survey conducted for METHODS by a well-known research company. They interviewed a group of independent businessmen who were selected on a basis of presumed lack of knowledge about business equipment prices. As suspected, they guessed even lower than METHODS readers.

PARTICIPATING READERS

33 Corporate Officers
17 General Managers
69 Financial Officers
15 Sales Managers
8 Production Managers

13 Purchasing Officers and Directors
38 Methods Directors
49 Office and Personnel Managers
8 Other

"THE MACHINE TO COUNT ON"



ORIGINAL ODHNER

"THE MACHINE TO COUNT ON"

Your personal calculator

For quick, economical calculating this compact, light weight portable calculator is unsurpassed. Performs all needed calculating operations, from the simplest to the most complicated, with remarkable time-saving ease. Weighs only 12 pounds—the utmost in precision design and construction—rapidly becomes your all-round inseparable office companion. Low priced. Guaranteed!

Send for Bulletin ME-63

Odhner Sales inc.

210 FIFTH AVE., NEW YORK 10, N. Y.
SOLE DISTRIBUTORS FOR U. S. A.

(Circle 318 for more information)



This executive chair (leather) actually costs:

\$120

37% guessed low

9% guessed 108-96
11% guessed 96-84
11% guessed 84-72
6% guessed under 72

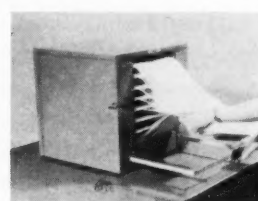
39% guessed high

6% guessed 132-144
12% guessed 144-156
3% guessed 156-168
18% guessed over 168

24% were correct

Answers within 10% of the actual price were considered correct.

Median estimate \$127
High estimate \$275
Low estimate \$45



This mechanical collator actually costs:

\$100

72% guessed low

5% guessed 90-80
9% guessed 80-70
6% guessed 70-60
52% guessed under 60

18% guessed high

1% guessed 110-120
4% guessed 120-130
2% guessed 130-140
11% guessed over 140

10% were correct

Answers within 10% of the actual price were considered correct.

Median estimate \$55
High estimate \$700
Low estimate \$10.00



This electric stapler actually costs:

\$125

76% guessed low

7% guessed 112-99
4% guessed 99-86
13% guessed 86-73
52% guessed under 73

12% guessed high

6% guessed 138-151
1% guessed 151-164
1% guessed 164-177
4% guessed over 177

12% were correct

Answers within 10% of the actual price were considered correct.

Median estimate \$65
High estimate \$325
Low estimate \$5



This copying machine actually costs:

\$1200

57% guessed low

3% guessed 1080-960
4% guessed 960-840
9% guessed 840-720
41% guessed under \$720

19% guessed high

2% guessed 1320-1440
6% guessed 1440-1560
1% guessed 1560-1680
10% guessed over 1680

24% were correct

Answers within 10% of the actual price were considered correct.

Median estimate \$800
High estimate \$3,650
Low estimate \$35.00

methods

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SALES REPRESENTATIVES WANTED

INCOME ADVANCEMENT SECURITY

Well-known manufacturer of visible vertical record keeping equipment, bookkeeping machines, duplicating devices and a complete line of precision forms and snap sets has openings for Distributors, Sub-Distributors and Salesmen.

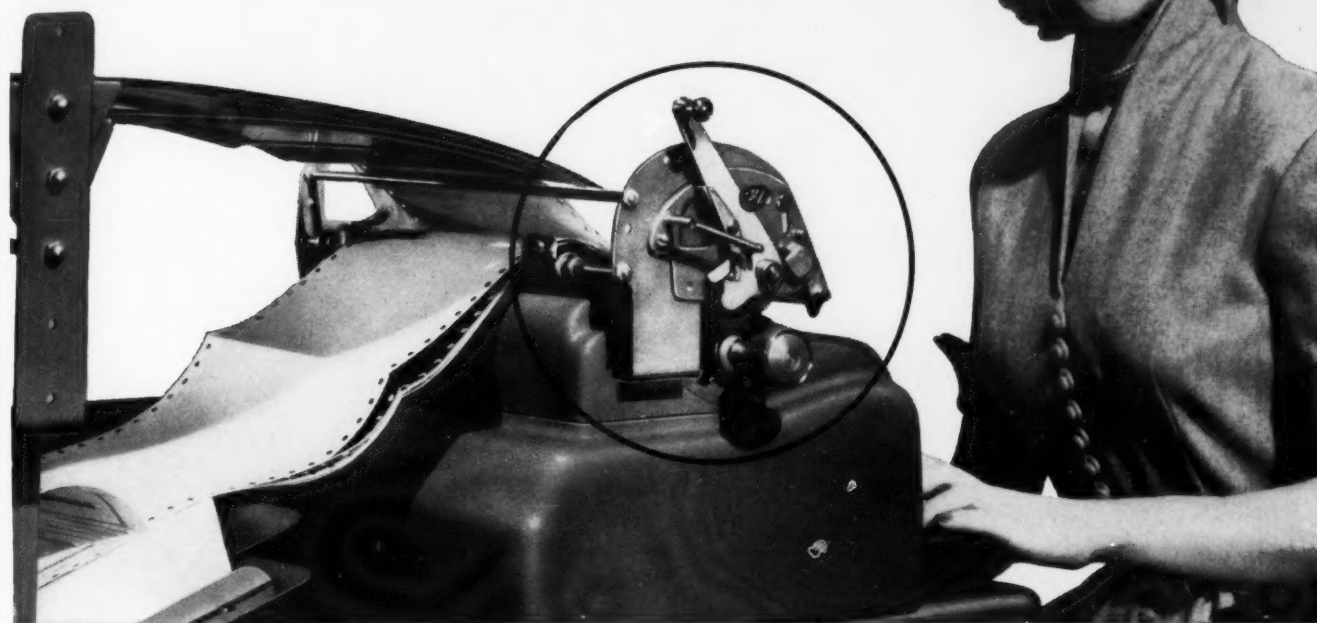
Increased demand for our products and increased plant expansion necessitates additions to our independent Distributor organization in "key" cities from coast to coast.

We pay while you are trained. No investment required. If you are familiar with business record procedures and have a successful sales background, a personal interview will be granted.

Write to Box #6M.

Now!

A really big difference in continuous typing!



Standard's New Automatic Line Finder makes "vertical tabbing" automatic!

Can you imagine typing invoices on a typewriter with no tabular arrangement to stop the carriage *horizontally* at the proper positions? Hardly!

But what about *vertical* "tabulating?" Do your typists and machine operators have to bang away at the carriage return, or wind the platen knob, to advance continuous forms to the next writing space — or to start a new form? There's no need for this loss of time!

**Standard Register's Automatic Line Finder
acts as a "vertical tabulator"**

With Standard Register's exclusive Automatic Line Finder and Kant-Slip continuous forms, the operator

simply pulls the lever — and the forms *automatically* advance to the next predetermined writing line. She doesn't even need to look at the form — she can keep typing, knowing the form is in the proper position for the next typewritten entry.

The time saved is enormous — the average operator runs nearly 2 miles of forms through a business machine a year, *one-sixth of an inch at a time!* The Line Finder does *much* of the job for her automatically — cuts interruptions, lessens fatigue. It makes *continuous operation* possible! For more facts, phone Standard Register in your city. Or write us at 5106 Campbell St., Dayton 1, Ohio.



STANDARD REGISTER

Labor-Saving Business Forms and Devices

ORIGINATORS OF MARGINALLY-PUNCHED CONTINUOUS FORMS

(Circle 306 for more information)

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axes	29,266,628	13,254,668	16,897,508	25.7
ay	15,230,000	5,189,000	6,786,000	10.6
to sales	14,036,628	8,065,668	10,100,000	7.5%

Designed for faster, more accurate electric typing tabulation

the Remington Ten-Key Decimal tabulator Electri-conomy Typewriter

Here's the fast, effortless way to perform columnar tabulation for billing or statistical work. Since operation on this superb typewriter is completely electric, more work, better work can be turned out—in less time and with less effort.

And because the Ten-Key Decimal Tabulator is conveniently located at the base of the keyboard it is immediately accessible . . . to save time and speed output . . . so important in these hectic heavy schedule days calling for increased individual productivity.

Satisfied Electri-conomy users report that the Ten-Key Decimal Tabulator can increase the typing speed and production of statistical material anywhere from 10% to 50%. Add up what this increase in production can mean to you—and you'll want to see your nearest Remington Rand representative today!

Send for

FREE brochure describing the new Remington Ten-Key Decimal Tabulator Electri-conomy Typewriter (RE 8341). Address requests to Room 2149, 315 Fourth Ave., New York 10, N. Y.

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THE FIRST NAME IN TYPEWRITERS

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- Billing Operations
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